DOCUMENT RESUME

ED 147 337 TM 006 647

AUTHOR Boston, Guy D.
TITLE Techniques for Project Evaluation. A Selected Bibliography.
INSTITUTION National Inst. of Law Enforcement and Criminal Justice (Dept. of Justice/LEAA), Washington, D.C.
PUB DATE Aug 77
NOTE 71p.

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS *Annotated Bibliographies; Community Programs; *Correctional Rehabilitation; Criminal Law; *Evaluation Methods; Federal Programs; *Law Enforcement; *Program Evaluation; State Programs

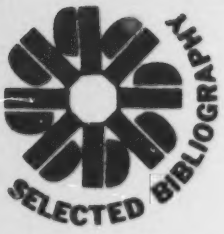
ABSTRACT

This annotated bibliography of documents discussing program evaluation methodologies was compiled in order to help federal, state, and local law enforcement agencies improve their evaluation activities. The three major categories include: (1) techniques and methodology for evaluation of criminal justice projects, (2) evaluation methods and problems associated with related types of programs, such as social welfare, manpower administration, and mental health projects, and (3) general references on program evaluation. (Author/HV)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

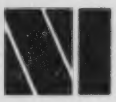
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY



ED147337

Techniques for Project Evaluation

TM006 647



National Institute of Law Enforcement and Criminal Justice
Law Enforcement Assistance Administration
United States Department of Justice

National Criminal Justice Reference
Box 6000
Rockville, Maryland 20850

TECHNIQUES FOR PROJECT EVALUATION

A Selected Bibliography

by

Guy D. Boston

National Criminal Justice Reference Service

August 1977

National Institute of Law Enforcement and Criminal Justice

Law Enforcement Assistance Administration

United States Department of Justice

TABLE OF CONTENTS

Introduction v

How to Obtain These Documents vii

Techniques & Methodology for Criminal Justice Project Evaluation 1

Overall System 1

Specific Programs. 21

General Methodology & Techniques 37

Reference Documents 61

Appendix A, List of Sources 65

INTRODUCTION

The importance of evaluating program objectives and results has long been recognized by LEAA and the National Institute. Based on the 1974 LEAA Evaluation Task Force's recommendations, a comprehensive approach to the evaluation process has been implemented by LEAA and each of the States. This program is coordinated by the Institute. Its goals are to:

- Determine the cost and effectiveness of various solutions to criminal justice problems
- Enhance the management and performance of LEAA programs
- Help state and local agencies improve their own evaluation capabilities

Largely through efforts such as the National Evaluation Program, these goals are being realized. Concomitant with such efforts is the realization that there must be identification and utilization of viable evaluation techniques. Much of the information on evaluation methodology has long existed in fields other than law enforcement and criminal justice. Once identified and put into the program manager's or evaluator's hands, this information will benefit not only the design of the evaluation but will insure that accurate measurement of the project's success or failure is accomplished.

This bibliography identifies a significant collection of documentation that discusses the designs, techniques, and systems currently used by the evaluation community.

To facilitate ease of reference, this bibliography has been separated into three major categories. The first category, "Techniques and Methodology for Criminal Justice Project Evaluation" has been further subcategorized into separate sections dealing with methodologies applied to the overall criminal justice system and evaluation techniques applied to specific criminal justice components. The second category includes documents that present various evaluation techniques, problems or designs that can be utilized by the criminal justice planner/evaluator. This category differs from the first in that these documents do not specifically pertain to law enforcement and criminal justice. In fact, several directly involve program areas such as social welfare, mental health and manpower administration. However, this type of material can only serve to increase the knowledge and expertise of those individuals conducting evaluations of criminal justice projects.

For those desiring further sources, we have included several general reference documents and bibliographies in the third category.

HOW TO OBTAIN THESE DOCUMENTS

PERMANENT, PERSONAL COPIES FROM PUBLISHERS OR OTHER SOURCES

Although loan service is available form NCJRS, users may prefer to obtain their own personal copy of a document directly from the publisher or originating agency. The publisher or source of each document is indicated in the bibliographic citation, and the names and addresses of the sources are listed by entry number in Appendix A — List of Sources. NCJRS cannot guarantee that all documents from private publishers and other sources will remain available. Requests for personal copies should be sent to the source address listed in Appendix A.

FREE MICROFICHE FROM NCJRS

Material that is available on free microfiche from NCJRS is indicated by the word MICROFICHE in the citation. Microfiche is a 4 x 6 inch sheet of film that contains the reduced images of up to 98 pages of text. Since the image is reduced 24 times, a microfiche reader is required. Microfiche readers are available at most public and academic libraries. Requests for free microfiche should include NCJ numbers and be addressed to:

NCJRS Microfiche Program
Box 6000
Rockville, Maryland 20850

INTERLIBRARY LOAN FROM NCJRS

All documents in the NCJRS data base are available on interlibrary loan from NCJRS. The loans are not made, however, directly to individuals, but must be secured through interlibrary loan procedures. Persons interested in borrowing documents should contact their local public, academic, or organization library and ask them to initiate an interlibrary loan for the desired document from NCJRS. NCJRS attempts to process all requests upon receipt but heavy demand for popular documents may cause delays. Requests for document loans should include NCJ numbers and be addressed to:

NCJRS Loan Program
Box 6000
Rockville, Maryland 20850

TECHNIQUES & METHODOLOGY FOR
CRIMINAL JUSTICE PROJECT EVALUATION

OVERALL SYSTEM

1. CAVIOR, HELENE E. and STANLEY H. COHEN. Evaluative Research - Perspectives from a Corrections Setting. Criminal Justice and Behavior, v. 2, no. 3: 237-257. September, 1975

(NCJ 30041)

This paper examines issues related to the process and product requirements of evaluative research in a corrections setting. Process requirements include the relationship of the evaluator to management and line staff, methods for encouraging accurate reporting of data, and the implications of the evaluator's position in the organizational structure. Product requirements include distinguishing between in-program and post-program outcome measures; defining adequate post-program measures; and the validity of measures, in particular recidivism. Various methodological problems that are discussed include evaluating dynamic programs with dynamic populations, the selection of comparison groups, and the effects of differential post-release experiences on outcome.

2. COATES, ROBERT B. and ALDEN D. MILLER. Evaluating Large Scale Social Service Systems in Changing Environments: The Case of Correctional Agencies. Journal of Research in Crime and Delinquency. v. 12, no. 2: 92-106. July, 1975. (NCJ 31477)

A correctional agency is used for an evaluation design which permits evaluation to be done within the changing environment of social service systems. The authors distinguish among sets, strategies, and programs and identify a time perspective in the use of evaluative criteria that focuses on client relationships both within and outside programs. The model described should permit research teams to address system administration concerns while at the same time taking advantage of the natural changing setting for testing theoretical propositions.

3. GASS, SAUL I. Evaluation in Law Enforcement - An Ambivalent Concept. College Park, Maryland, University of Maryland, College of Business Management, 1976. 27 p. (NCJ 36268)

Evaluation of law enforcement projects, while desirable, should not be done since projects do not lend themselves to valid evaluations due to inherent operational, experimental design, and measurement problems. To support this statement, the author reviews law enforcement research projects for which evaluations were conducted and which failed to make information available to aid in decisionmaking — which is the purpose of evaluation. A list of references is included. Appendices include a discussion of formulating goals and objectives and choosing measures, conditions for randomized experiments, and the approach to non-random experimentation.

4. GLASER, DANIEL. Remedies for the Key Deficiency in Criminal Justice Evaluation Research. Journal of Research in Crime and Delinquency, v. 11, no. 2: 144-154. July, 1974. (NCJ 15115)

More useful criminal justice evaluation research would differentiate offenses and offenders on the basis of causal theory and would interrelate several levels of abstraction. This is illustrated in correctional practice evaluation by a linkage of behavior modification, symbolic interactionist, and sociocultural diffusion theory, from which three propositions on the effectiveness of specific treatment methods for particular types of offenders are derived. Research thus far supports the validity of these propositions. Boards of autonomous criminologists and public representatives supervising criminal justice statistics and research agencies would foster more grounding of inquiries in policy-relevant theory.

5. INDIANA CRIMINAL JUSTICE PLANNING AGENCY. The Standardized Planning and Evaluation Component (SPEC) System Evaluation Handbook. By Indiana University Institute for Research in Public Safety. Indianapolis, Indiana, 1973. 47 p. MICROFICHE (NCJ 18859)

The evaluation of criminal justice projects including evaluation data requirements essential to proper grant application preparation and project design is covered in this working guide. A rationale for evaluating criminal justice projects and the different uses of the evaluation results are discussed. Also described are alternative concepts of evaluation, the relationship between planning a project and evaluating it, and a schema for evaluating projects. The Standardized Planning and Evaluation Component (SPEC) system is described along with the reporting requirements and the reporting procedure. Included are the program evaluation data requirements for 1973 Indiana Justice Agency Action Programs.

6. JOHNSON, THOMAS A., Case Material for Workshop on Evaluative Research in the Criminal Justice System. Lexington, Kentucky, University of Kentucky, 1975. 20 p. MICROFICHE (NCJ 18250)

A description of a sample project, review of two theoretical evaluation models, and a description of how the models can be applied to the sample project, including a discussion of the major work components are provided. The sample project is an advocate approach to assuring the basic rights of children in institutional environments. Described are program objectives, and developmental and service tasks. The evaluation models reviewed are the Pittsburgh Discrepancy Evaluation Design and Robert Stake's Evaluation Theory. The outline for applying these models defines income, process, and outcome variables and describes evaluative questions and proposed data collection procedures.

7. LARSON, RICHARD C., ARNOLD BARNETT and AMEDEO ODONI. Performance Measures for Evaluation of LEAA and CJS Programs. 1975. 75 p.
MICROFICHE (NCJ 35289)

The problem of CJS (Criminal Justice System) and LEAA (Law Enforcement Assistance Administration) evaluation is addressed with a discussion of system-level aggregate performance measures, analysis and interpretation of CJS statistics, and operational performance measures for evaluation. The authors state that there is a strong need for mechanisms for appraising or evaluating LEAA programs and for disseminating this information throughout the United States. They first outline a series of steps that could be taken under LEAA supervision to start the process of assembling CJS-level data that could eventually be used to assist the resource allocation process. A case is made for standardization of data gathering procedures around the United States and for cross-sectional statistical studies of criminal justice system expenditures and employment data as an aid to a variety of decision-makers in this area. Output measures which may be used to identify CJS performance are also identified. The system-level performance measures that deal with crime, victimization, and recidivism are then explored. The focus here is on improved methods of collecting, processing, and interpreting data related to these key issues. The issue of long-range projected performance measures and their use in evaluation is examined, and several recommendations to LEAA in the area of crime occurrence, victimization, and recidivism data are also provided. Finally, questions of operationally-defined performance measures and their use in evaluation are explored. Two types of evaluation are identified - evaluation of experimental programs, and evaluation of routine operations. The role of quantitative models in the evaluation process is addressed. It is proposed that LEAA develop a formal CJS-focused evaluation methodology and that evaluation handbooks for the assessment of routine operations be developed. The final section of this paper details specific recommendations to LEAA in the area of evaluation.

8. MACGREGOR, GAY and ARTHUR ST. GEORGE. Evaluation of State and Local Programs: A Primer. Santa Fe, New Mexico State Planning Office, 1976. 125 p. (NCJ 38262)

This primer is designed for internal evaluators, contract managers, government officials, and other persons charged with evaluation of small scale programs who have little formal training in its more technical aspects. Basic enough to be generalized to many different types of programs, this document is meant to provide a starting point for programs and agencies initiating evaluation efforts. It also serves as the basis for a New Mexico technical assistance program in evaluation which assists clients in conducting a evaluation from its beginning to completion. The primer gives the reader an understanding of the conceptual framework of evaluation, the role of the evaluator, planning and managing an evaluation, conditions necessary to conduct program evaluation, measurement, evaluation design, sampling techniques, data collection, data analysis, and integration of evaluation findings.

9. MALTZ, MICHAEL D. Measures of Effectiveness for Crime Reduction Programs. Operations Research, v. 23, no. 3: 452-474. May-June 1975. (NCJ 27655)

This paper addresses issues concerned with the measures commonly used to evaluate anticrime programs and proposes directions for research on improved measures. Since the police are usually seen as the main crime control agency, the paper first discusses the differences between evaluating the police and evaluating crime control programs. Five measures used to evaluate such programs are then analyzed: crime rate, clearance rate, arrest rate, police response time, and crime seriousness index. The advantages and disadvantages of these measures are examined and directions for future research on output measures for crime reduction measures are investigated.

10. MARYLAND GOVERNOR'S COMMISSION ON LAW ENFORCEMENT AND ADMINISTRATION OF JUSTICE. A Multifaceted Evaluation Strategy for the Field of Criminal Justice. By Prince George's County Criminal Justice Evaluation Unit. Cockeysville, Maryland, 1976. 132 p. (NCJ 35514)

A strategy for monitoring and evaluating federally-funded criminal justice programs at the state, regional, county, and local levels is described. Types of program evaluation methodologies most frequently used in criminal justice are discussed and the critical program evaluation problems that have to be overcome are analyzed. These problems include the lack of collaboration between evaluators and decisionmakers who may have some use for evaluation products, the incompatibility of evaluation products with the user's needs, and the decisionmaker's lack of awareness and understanding of program evaluation and its utility. A program evaluation strategy designed to combat these problems is then presented. In addition, the various phases which make up the evaluation strategy being validated are described in detail. The appendix contains seven case studies from the evaluation unit presented to key decisionmakers functioning at the state, regional, county, and local levels, as well as a glossary of technical terms. A bibliography is provided.

11. MASSACHUSETTS INSTITUTE OF TECHNOLOGY. Operations Research Center. Innovative Resource Planning in Urban Public Safety Systems: Progress Report, November 1973 - November 1974, Technical Report. Cambridge, Massachusetts, 1974. 55 p. MICROFICHE (NCJ 18490)
Technical Report No. 10-74.

Task activities are described to present an overview of the efforts of three research components in developing planning innovations for police and emergency medical services. The three research components work within the following areas respectively: performing comprehensive analysis of evaluation criteria, developing a set of analytical and simulation models, and evaluating the impact of new criteria, methodologies, technologies and organizational forms. Some of the tasks reviewed are the identification of emergency medical services,

quantitative performance measures, development of quantitative models for improved police resource allocation, and analysis of the response of the rank-and file organization to proposed innovations in big-city police departments.

12. OHIO DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT. Administration of Justice. Evaluation Methodology in Criminal Justice. By Marrell Lewis. Columbus, Ohio, 1977. 188 p. (NCJ 41230)

This report presents the results of a project to investigate current evaluation methodologies as they apply to criminal justice research and program assessment. The project was conducted by Ohio's Department of Economic and Community Development to determine the general state of the art in evaluation and to delineate the critical issues involved by examining a broad range of scientific disciplines. Alternative strategies for the future development of evaluation research are outlined as are the foundations for the formulation of a general theory of evaluation.

13. ORSAGH, THOMAS. Improving the Performance of the Criminal Justice System. In American Bar Association, Readings in Correctional Economics. Washington, American Bar Association, Correctional Economics Center, 1975. p. 3-17 (NCJ 35711)

An evaluation method is proposed for the criminal justice system, based on a theory that the crime rate is a function of the resources expended to combat crime. Because resources are finite, evaluation of success may best be based upon the efficiency with which resources are employed. Due to its competitive nature, the private sector — supplying preventive services and equipment — is said to be more efficient in this respect than the governmental sector. An analysis of correctional costs indicates that money is not being efficiently spent. A system is proposed in which, upon conviction or after serving a predetermined portion of the sentence, the offender would have the option of living in a halfway house environment if he indicated a willingness to meet several criteria. He must maintain full-time employment at a socially acceptable occupation. He must contribute substantially to his own upkeep, since it is expected that the "house" would be largely, if not wholly, self-supporting. Finally, he shall be absent from the "house" only during such times for which he has authorization. Such a system, it is said, would minimize corrections costs and maximize productivity.

14. OSTROM, ELINOR. Institutional Arrangements and the Measurement of Policy Consequences - Applications to Evaluating Police Performance. Urban Affairs Quarterly: 447 - 475. June, 1971. (NCJ 15753)

Positive feedback from inadequate or misleading data can perpetuate detrimental policies and practices in bureaucratic organizations. Cost-effective evaluation of public services is difficult because our measurement techniques are inappropriate or inaccurate. Policy decisions that are based on this information tend to aggravate the situations that they were intended to ameliorate. For example, the police practice of aggressive patrolling is thought to be successful if the number of reported crimes decreases. However, crime reporting measurements may actually indicate citizen annoyance with aggressive techniques and the consequential reluctance to become involved with the police. Measurement of policy effectiveness should be consumer oriented. Police performance evaluations should be based on response time, victimization data, citizen reporting data, property risk data, and cost effectiveness data to be responsive to public need.

15. _____. On the Meaning and Measurement of Output and Efficiency in the Provision of Urban Police Services. Journal of Criminal Justice, v. 1: 93 - 111. 1973. (NCJ 12290)

Definition of concepts of output and efficiency, and suggestion of methods for measuring them to evaluate effect of police organization reforms are covered. The author contends that most proposals for changing the organization of police serving metropolitan areas are presented without any evidence concerning the effectiveness of differently organized police departments in serving urban areas. This paper develops some potential measures for comparing output and efficiency. A simplified scheme is presented which divides police activities into four types and discusses the problems of measurement for each type. While the author acknowledges the extensive difficulties in any attempt to measure the output and efficiency of police agencies, she contends that such efforts must be undertaken in order to evaluate the success of past reforms and predict future successes or failures with higher degrees of accuracy. Without such efforts, she states, future changes may produce more harm than good.

16. SUCHMAN, EDWARD. Concepts and Principles of Evaluation. In Sweeney, Thomas J. and William Ellingsworth, Eds. Issues in Police Patrol. Kansas City, Missouri, Kansas City Police Department, 1973. p. 277-299. (NCJ 25829)

The various definitions of evaluation, both conceptual and operational are examined. The relationship of evaluative research to two main elements in evaluation – values and objectives – is then traced. The author states that there can be little question

that values play a large role in determining the objectives of public service programs and that any evaluation study of the desirable and undesirable consequences of such programs must take social values, especially conflicting values, into account. Finally, the ways in which values and assumptions affect the formulation of objectives for evaluative research are examined.

17. U.S. DEPARTMENT OF HEALTH, EDUCATION AND WELFARE. National Institute of Mental Health. Center for Studies of Crime and Delinquency. Routinizing Evaluation: Getting Feedback on Effectiveness of Crime and Delinquency Programs. By Daniel Glaser. Washington, U.S. Government Printing Office, 1973. 207 p. (NCJ 13189)
DHEW Publication No. (HSM) 73-9123 Stock No. 1724-00319

This manual of evaluation techniques includes statistical and cost-benefit analysis, and discussion of how to encourage routine application of evaluative findings. Scientific methods can be used to demonstrate that certain treatments are more effective than others in changing deviant behavior. This manual provides methods for evaluating the policies, procedures, and organization of prisons, probation offices, treatment centers, clinics, training schools, and other agencies which attempt to alter their clients' deviant behavior . It provides analyses of the evaluation process of defining and measuring success, choosing among alternative measures, assessing efficiency in monetary terms, resisting spurious evaluations, determining what subjects to compare when measuring success, and processing data on subjects and programs. The sections on processing data include methods of consolidating statistics and extensive descriptions and illustrations of procedures for replacing narrative reports with precoded forms. The author draws on his experience as a researcher and administrator to illustrate the application of these methods in a variety of agency settings. Throughout the book he addresses the crucial problem of how to make evaluative research actually guide policy and practice on a routine basis. Frequently, such research is suppressed by administrators who feel threatened by its conclusions. This manual recommends that, since effectiveness is often determined primarily by the type of client an organization receives, it would be more useful and fair to evaluate alternative treatments for a given type of client rather than the over-all effectiveness of an entire organization. Four patterns are described for allocating responsibility for evaluative research, each with special implications for fostering its application on a routine basis.

18. U.S. DEPARTMENT OF JUSTICE. Law Enforcement Assistance Administration. Evaluation Needs Assessment — Final Report. By David J. Klaus, Gary B. Brumback and William M. Trencher, American Institutes For Research. Washington, 1976. 65 p.

MICROFICHE (NCJ 39147)

Survey findings on training and technical assistance needs in evaluation at the federal, state, regional, and local operating

agency levels, the extent of these deficiencies, and alternative remedies are summarized. The first segment of this analysis was directed at identifying decision nodes in the system to determine where evaluative information could contribute to the improvement process. It was found that increasing the impact of evaluation will depend on increasing the availability of evaluation services to local planning and operating agencies. Overall, the conduct of impact assessments was judged in need of the least modification or addition capability. Performance measurement was seen as requiring both added resources and a change in emphasis from budget accountability to substantive guidance. Needs analysis, rarely used in the system, was indicated as an area where considerable assistance is appropriate. During a third segment of the analysis, two scenarios were prepared describing how present evaluation capabilities could be improved. In one, the Oversight Model, new resources would be provided at the SPA and RPU levels to strengthen the planning, conduct and appraisal of federally funded innovative efforts. In the other, the Operations Model, evaluation resources would be developed largely within operating agencies to improve the routine use of evaluative information in the design and implementation of change programs. Consideration of the quantitative requirements for evaluation personnel concluded that a total of 1203 person years (an increase of 500) would be required to deal more effectively with the projects and programs supported with federal funds. It was also estimated that further increasing this capability to provide local agencies with appropriate access to evaluation services would require some 6626 person years of evaluation activity.

19. _____. Law Enforcement Assistance Administration. An Introduction to Evaluation Research for Agency Administrators. By Wiley C. Smith. Washington, n.d. 45 p. MICROFICHE (NCJ 37064)

The major concerns of the community residential treatment center administrator in evaluation, pointing out the key role of administrators in evaluation research and possible dilemmas presented by evaluation, are addressed. The evaluation process is explained as a series of interrelated strategical and tactical decisions aimed at increasing the validity of research. The practical expediency of integrating operational data recording with evaluational research and continuing policy/program feedback needs is discussed and advantages and disadvantages of various resources available to agency administrators are presented. Introductions to research designs, sampling techniques, and approaches to data storage, retrieval, and compilation are provided. It is recommended that efforts at intra- and inter-agency evaluation be increased.

20. _____. Law Enforcement Assistance Administration. The Need for Better Data to Support Crime Control Policy. By Eleanor Chelimsky. Bedford, Massachusetts, The Mitre Corporation, 1976. 56 p. Publication No. (MITRE) M76-50 MICROFICHE (NCJ 38966)

Some of the weaknesses of the data base presently available for evaluation in the criminal justice area are examined and the quality of evaluation findings is related to the quality of that data support. A case study (The National Level Evaluation of the High Impact Anti-crime Program) serves to illustrate the points made and to develop recommendations for new efforts needed in this area.

21. _____. Law Enforcement Assistance Administration. Police Training Evaluation — A Systemic Approach. By Winfield S. Bollinger and Karl O. Vezner, Toledo/Lucas County Criminal Justice Supervisory Council. Washington, 1975. 300 p. (NCJ 32989)

Key variables relating to police training are extracted from relevant literature and systematically organized to provide a broad and comprehensive overview of those factors which must be considered. The present state of the art in terms of training evaluation methodology is also reviewed. The evaluation model incorporates factors influencing both program design and objectives and field performance. The patrolmen, command personnel, interrelated agencies, elected officials, and the public are tapped for input and feedback. Although data was originally drawn from the Toledo — Lucas County, Ohio, area, where the model was developed, data was eventually incorporated from throughout the state. Model procedures and data are presented in charts and diagrams. Police training objectives, procedures, and evaluation procedures are reviewed for a number of police departments in appendixes.

22. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Criminal Justice Models: An Overview. By J. Chaiken and others, The Rand Corporation. Washington, 1975. 186 p. (NCJ 34300)

This report describes in detail 20 criminal justice models that operate on a computer and that are intended to assist decision-making by criminal justice agencies. These model descriptions are designed to be adequate for criminal justice planners and policymakers to determine whether an appropriate model already exists for handling a particular problem, and, if so, which one would best meet their needs. In addition to describing the models, the study reviews the circumstances under which criminal justice models are or are not implemented by operating and planning agencies.

In general, models have failed to achieve the level of use for policy decisions that was intended by the model builders and those who funded them. The findings concerning the causes of implementation successes and failures indicate how federal research administrators might improve the quality and usefulness of models in the future. The text describes overall models of the criminal justice system as well as more specific police, courts, and corrections models. Information provided for each model generally includes the history, policy issues addressed, structure, data base required, output, cost and computer requirements, validation, implementation and impact, limitations, transferability, and documention.

23. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluation in Criminal Justice Programs: Guidelines and Examples. By The Mitre Corporation. Washington, U.S. Government Printing Office, 1973. 165 p. (NCJ 11209)
Stock No. 2700-00210

Guide for developing and implementing plans to evaluate criminal justice projects and programs is offered. It is important that wherever possible criminal justice project objectives be stated in quantitative terms and that an evaluation plan be developed in conjunction with project grant applications. This manual combines and revises ten documents that were prepared by the Mitre Corporation for the National Institute of Law Enforcement and Criminal Justice (NILECJ) in 1972 and 1973 as an aid to the evaluation of the High Impact Anti-crime program. As a package, it is intended to serve as a reference and working manual for a wide variety of audiences. Included in this manual is a program manager's guide for preparation and implementation of an evaluation plan and an evaluator's guide for the preparation of evaluation components. Reproduced are four sample evaluation plans (in the form of evaluation components of hypothetical project grant applications to LEAA for high impact funding) that illustrate the evaluation methodology in a variety of criminal justice projects such as a police command and control program and a methadone maintenance project. Four examples of integrated evaluation components are provided by a hypothetical youth services program outline and complete descriptions of three of its subordinate projects. State and local government officials will find the manager's guide helpful in understanding the work of evaluation in developing evaluation plans for their programs, whereas evaluation planners will find the evaluator's guide and the components useful in preparing realistic and valid evaluation plans for their projects and programs.

24. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluation of Crime Control Programs. By Michael D. Maltz. Washington, U. S. Government Printing Office, 1972. 64 p. (NCJ 3408)
Stock No. 2700-00163

Guidelines for program planning, selecting geographical areas for implementation, choosing measures of effectiveness, and conducting evaluations are included. The process to be followed is traced from the program's initial conceptualization to operational status. Examples are given to illustrate the procedures.

25. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluator's Manual for Anti-Crime Impact Projects — National Impact Program Evaluation. By Ellen Albright, The Mitre Corporation. Washington, 1973. 61 p.
MICROFICHE (NCJ 34430)

This manual is used in evaluation planning, monitoring, and analysis and in the preparation of the evaluation component for impact project or program grant applications. Emphasis is on the evaluation of projects and programs for which the objectives and goals have been quantified. This document is intended to be of direct assistance to members of the crime analysis team and others responsible for the evaluation component of the grant application.

26. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. A Framework for Assessing Project-Level Evaluation Plans — High Impact Anti-Crime Program. By Gerrie Kupersmith, The Mitre Corporation. Washington, U.S. Government Printing Office, 1975. 19 p. (NCJ 25993)
Stock No. 027-000-00327-3

A model and set of criteria designed to assist policy-makers and practitioners to assess the adequacy of project-level evaluation plans, with a set of questions to guide the evaluation plan review process are included. As part of the national level evaluation of the LEAA's High Impact Anti-Crime Program, the National Institute of Law Enforcement and Criminal Justice and the Mitre Corporation have taken the opportunity provided by the large-scale implementation and evaluation of crime reduction projects in the eight impact cities to examine the process and techniques of project-level evaluation. A major area of inquiry for the national level evaluation is the planning phase in the evaluative process. Evaluation planning is therefore being assessed in each of the impact cities in terms of the organization placement of evaluation responsibility, the completeness and adequacy of project-level evaluation plans (components), and the composition of staffs assembled to implement these plans. The importance of the role played by impact project

evaluation components led to the development of a model and of review criteria for assessing them. They are present in this report in the belief that they can usefully serve practitioners and reviewers in the field. The report is presented in four sections. The introductory section describes current preoccupations with evaluation. The special context within which the model and criteria were developed is explained via a brief discussion of the impact program's evaluation effort. The evaluation planning model is presented along with a discussion of key steps in the evaluation planning process. The fourth section elaborates general guidelines on the use and applicability of the model and review criteria, and develops a set of questions which need to be addressed during the review of a project-level evaluation plan or component.

27. _____. Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice. Intensive Evaluation for Criminal Justice Planning Agencies. By the Urban Institute. Washington, U.S. Government Printing Office, 1975. 89 p.

(NCJ 27786)
Stock No. 027-000-00348-6

Recent experiences of criminal justice planning agencies and other state, local, and federal agencies provide the basis for identifying situations that warrant evaluation, potential costs and benefits, and alternative strategies for the tasks identified in the conduct of intensive evaluation. The major tasks involved in intensive evaluation are first summarized, and then discussed in greater detail. These tasks include preparing programs and projects for evaluation, developing evaluation designs, executing the design, ensuring use of the evaluation results, and managing resources for intensive evaluation activities. The discussions identify what each task involves, the need for performing the task, and strategies for accomplishing it. To demonstrate alternative ways of conducting intensive evaluation, Appendix A describes the evaluation activities of selected state planning agencies. Appendix B describes an approach to evaluation used by the National Institute of Law Enforcement and Criminal Justice. Appendix C lists publications that address many issues raised here.

28. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Juvenile Delinquency Prevention: Priority Areas for Evaluation and Research. By Jerry P. Walker, Albert P. Cardarelli, and Dennis L. Billingsley, Ohio State University, Center for Vocational Education. Washington, 1976. 20 p.

(NCJ 32489)

Recommendations for filling policy-relevant voids and gaps in the knowledge base of the field of delinquency prevention are offered. Major assessment findings demonstrate the need to conduct further research on the following problematic areas: The feasibility of utilizing self-reported delinquency data for funding allocation

decisions by school district, building, and grade level; the training and information needs of state planning agency evaluators for approving and monitoring evaluation components of delinquency prevention programs; a basis of comparative success for alternative schools; the effects of "parental consent" statutes on the delivery of prevention services to youth; the pros and cons of federal seed money grants from the perspective of delinquency prevention practitioners; determining practitioners' sensitivity to evaluation problems and procedures; and the nature of external program linkages from the perspective of the practitioner.

29. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Monitoring for Criminal Justice Planning Agencies. By John D. Waller, Dona MacNeil, John W. Scanlon, Francine L. Tolson and Joseph S. Wholey. Washington, U.S. Government Printing Office, 1975. 149 p.

(NCJ 17779)
Stock No. 027-000-00300-1

Procedures for monitoring that are deemed useful in meeting the new Law Enforcement Assistance Administration guidelines are suggested. The handbook is designed to help State Planning Agencies (SPA's) to develop or improve performance monitoring systems. It is aimed specifically at those persons responsible for developing and operating such systems. The suggested procedures are selected from the practices employed by the 55 SPA's and represent those that appear most useful in meeting the new LEAA guidelines. Following discussion of LEAA's requirements for monitoring by SPA's, the major problems confronting a monitoring system manager are examined. How to determine what monitoring information is needed by the SPA is treated, along with how the monitoring system manager can develop a consensus in SPA management on what monitoring information should be produced. Guidance on how the monitoring system manager can establish an effective monitoring agreement with a subgrantee is provided. What the agreement should include, strategies for carrying out the agreement, and techniques for determining what constitutes an acceptable agreement are included. The handbook then describes the establishment and organization of an appropriate information flow which includes the establishment of data sources, collection and transmittal of information, analysis of information and dissemination of results. The concluding chapter discusses some of the problems which inhibit usage of monitoring information and offers guidelines for assuring the utilization of the monitoring system. The appendix includes examples of procedures and materials used in monitoring criminal justice programs.

30. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Performance Measurement and the Criminal Justice System: Four Conceptual Approaches. Washington, 1976. 400 p. (NCJ 36425)

These four working papers present research designs for system-wide data analysis and productivity measurement for evaluation. In the first paper, "Performance Measurement and the Criminal Justice System," the measurement of the criminal justice system performance is derived from an initial conceptualization of the total social cost associated with crime and crime control and the net costs associated with the service provided by the criminal justice system. The second paper, "A Conceptual Basis for Effectiveness Measurement of Law Enforcement Activities," attempts to demonstrate a logical and systematic approach to determine a methodology or family of methodologies for the measurement of law enforcement effectiveness and to suggest which topic areas should be considered for future development in order to have evaluative processes yield "empirical truths." "Performance Measures for Evaluation of LEAA and CJS programs," addresses the problem of CJS and LEAA evaluation from primarily three points of view – system-level aggregate performance measures, analysis and interpretation of criminal justice system statistics, and operational performance measures for evaluation. The last paper, "A Program of Research on Performance Measurement and Evaluation for the Criminal Justice System," focuses on evaluation and measurement as a technical tool for better management and resource allocation. These papers were designed primarily for the use of the staff of the Office of Evaluation of the National Institute of Law Enforcement and Criminal Justice.

31. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Pilot Cities Project Research Plan – A Preliminary Design. University of New Mexico, Institute for Social Research and Development. Washington, 1971. 25 p.

(NCJ 3252)
PB 223 699/AS

This project develops, tests, and refines the criteria and methodology by which the overall criminal justice system and its component parts may be evaluated. The fundamental approach involves establishing a set of weighted relationships between criteria for excellence, basic system objectives, and agency activities.

32. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Project C. R. I. M. E. (Community-based Research to Improve Methods of Evaluation) — Community Service Program/Project Evaluation: To Make It Work for You. By Lewis H. Irving. Oklahoma City, Oklahoma, The Association of Central Oklahoma Governments, 1976. 210 p. (NCJ 37785)

The purpose of this project was to develop an approach by which regional planning units could measure the success of local projects, rather than assessment of the program under which the project was funded. The approach was to be simple in technique, to allow for both monitoring and evaluation, and to provide the information desired by local officials in considering the continuation of projects. The basic evaluation framework divides a project into three distinct sets of objectives — the immediate, the intermediate, and ultimate objectives. The criteria used to measure the achievement of each level of objectives were measurement of effort, measurement of performance, adequacy of performance, and process analysis. This manual was developed as a teacher-trainer manual for use in instructing prospective planners, evaluators, and administrators in the methodology, use, and benefits of this approach to project monitoring and evaluation. It is divided into three sections — an instructor's training package, a programmed exercise, and a student manual (appendixes). The instructor's training package provides the information needed to explain the evaluation process on an introductory level. At each step of the development, there are overhead projection transparencies, instructional comments on how to maximize the benefits of the document, and references to specific appendix sections that should be presented to the students at specific developmental stages of the training seminar. The programmed exercise provides a grant application and a page by page developmental model of the three levels of objectives which are derived from the grant. The student manual is a collection of handouts designed to be distributed to the seminar participants as the training progresses.

33. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Project C. R. I. M. E. — Community-Based Research to Improve Methods of Evaluation — Technical Report. Oklahoma City, Oklahoma, The Association of Central Oklahoma Governments, 1976. 63 p. (NCJ 37926)

The purpose of this project was to develop an approach by which regional planning units could measure the success of local projects, rather than assessment of the program under which the project was funded. The approach was to be simple in technique, allow for both monitoring and evaluation, and provide the information desired by local officials in considering the continuation of projects. The basic evaluation framework divided a project into three distinct sets of objectives — the immediate, the intermediate, and ultimate objectives. Assessment of the extent to which objectives were

achieved incorporated Edward Suchman's proposed categories of criteria, with the assignment of the various categories to the levels of objectives determined by the extent to which the assessment was carried, that is, whether a given level was monitored or evaluated. The criteria employed to measure the achievement of each level of objectives were measurement of effort, measurement of performance, adequacy of performance, efficiency of performance, and process analysis. The measurement of effort category was assigned to the immediate and intermediate objectives, and provided the criteria for monitoring. Evaluation occurred at the level of the ultimate objectives through the other four categories. A field test of the approach was performed through the evaluation of six volunteer projects. This test was limited by the lack of opportunity for the application to begin concurrently with the projects. Cost assessments for efficiency of performance were problematic and a consistent procedure was not achieved. However, the field test experience indicated that the approach met the criteria established. A 23-item bibliography is included.

34. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Sample Impact Project Evaluation Components — High Impact Anti-Crime Program. By G. Kupersmith. Washington, U.S. Government Printing Office, 1974. 273 p. (NCJ 14037)
Stock No. 2700-00264

The High Impact Anti-Crime Program was designed by the Law Enforcement Assistance Administration to demonstrate, in eight large cities, the effectiveness of comprehensive, crime-specific programs in reducing stranger-to-stranger crime and burglary. This volume, Sample Impact Project Evaluation Components contains a group of evaluation components selected by NILECJ and Mitre Corporation. The crime-specific programs and projects developed in the eight impact cities — Atlanta, Baltimore, Cleveland, Dallas, Denver, Newark, Portland (Oregon), and St. Louis — represent a new approach to crime reduction which emphasizes the allocation of resources to develop, implement, and evaluate projects aimed at reducing specific types of crime. The projects involve investigation and experimentation in areas such as field services for probationers/parolees, differentiated supervision of probationers/parolees, high risk juvenile parole, special case processing for impact offenders, and the impact of street lighting on crime. In varying stages of development, these components represent actual evaluation strategies being used to assess the effectiveness of anti-crime activities in the following criminal justice program areas — adult corrections, juvenile corrections, adjudication, police deployment, and target hardening. Along with this functional area designation, each evaluation component describes the objectives of the project, as well as the data, measures, and methods which will be used to complete the evaluation effort.

35. UNIVERSITY OF MICHIGAN. National Assessment of Juvenile Corrections. Evaluation Process and Outcome in Juvenile Corrections: Musings on a Grim Tale. By Rosemary C. Sarri and Elaine Selo. Ann Arbor, Michigan, 1974. 54 p. MICROFICHE (NCJ 19916)

The issues, dilemmas, and constraints in the evaluation of juvenile corrections are reviewed. The paper examines the implications of organizational goals for the evaluation of processes and outcomes, and following that, a series of contrasting studies of juvenile corrections are analyzed with reference to their goals, characteristics of subjects, treatment technologies, organizational effort and process, and outcomes. Societal values as a constraint on criteria for assessment and on means of intervention are considered along with particular problems of measurement in this category of human service organizations. Elements of a plan for the comparative assessment of juvenile correctional programs (such as this evaluation) are also proposed. In its fully operationalized form, this plan would assess significant aspects of the effectiveness of variant types of juvenile correctional programs in a large number of states. A seven-page list of references is included.

36. THE URBAN INSTITUTE and INTERNATIONAL CITY MANAGEMENT ASSOCIATION. Measuring the Effectiveness of Basic Municipal Services — Initial Report. Washington, 1974. 124 p.

(NCJ 15391)

Measures of effectiveness in selected municipal services are identified and preliminary suggestions for data collection procedures and the uses for such data are provided. The services discussed in this document include crime control. General measures of effectiveness listed include the degree to which the intended purposes of the service are being met; the degree to which unintended, adverse impacts of the service on the community occur; adequacy of the service relative to the community's needs; speed and courtesy in providing the service; and citizen perceptions of the satisfactoriness of the service. Efficiency measures and measures of workload performed are also offered. Measures of crime control effectiveness focus on the police role in crime prevention and apprehension of offenders. A table summarizing the principal measures of effectiveness for police crime control is included. Data collection procedures are also suggested.

TECHNIQUES & METHODOLOGY FOR
CRIMINAL JUSTICE PROJECT EVALUATION

SPECIFIC PROGRAMS

37. BUDNICK, FRANK S. Crime-Correlated Areas: An Evaluation of the Impact of High Intensity Police Patrol Operations. Ph. D. Dissertation. College Park, University of Maryland, 1973. 211 p. (NCJ 11384)

Development and validation of a crime-modeling technique to be used in estimating expected crime levels in evaluative studies is discussed in this dissertation. The author begins with a general discussion of research efforts in the area of law enforcement effectiveness. Deficiencies in this type of research are noted. One area of deficiency in evaluating crime control programs is the inability to estimate accurately the levels of crime which would have existed within an experimental area in the absence of the program. Such a measure is essential to the successful evaluation of the program's impact. This study describes the evolution and development of the author's own multiple regression crime estimation technique--the crime correlated area model. The assumption underlying the model is that a set of universal crime influences operate upon cities in such a way as to cause levels of crime within various areas to fluctuate in a similar manner. The crime-correlated area model bases its estimates of crime levels upon the levels which occur in other geographical areas. Results of a comparative analysis of the crime-correlated area model and three traditional crime estimating models are presented. The analysis revealed that the author's proposed model was the most accurate for the sample data selected. The document describes a manpower experiment, conducted by the Washington Metropolitan Police Department, in which the crime correlated area model was used in an analysis of the results. A selected bibliography is included.

38. MINNESOTA GOVERNOR'S COMMISSION ON CRIME PREVENTION AND CONTROL. Evaluation Design of Community-Based Corrections Projects. St. Paul, Minnesota, 1973. 60 p. (NCJ 16589)

This evaluation design consists of three different levels of analysis. The project, project-type, and the program area (residential community-based corrections) are all to be individually evaluated. Data collection procedures are specified and a discussion of the meanings of the key concepts is included. A brief overview of the goals of community based corrections projects is also presented. The reduction of recidivism is considered the primary criterion of program success. Three types of projects are to be evaluated - juvenile group homes, halfway houses for adults, and P.O.R.T. (Probationed Offenders Rehabilitation and Training), a highly structured residential program for probationed adults. Individual client data, a post hoc comparison group, a three-year follow-up, and a cost analysis are part of the design. The appendix contains copies of the data collection forms.

39. PITTMAN, JAMES T. AND PAUL GRAY. Evaluation of Prison Systems. Journal of Criminal Justice, v. 2, no. 1: 37-54. Spring, 1974. (NCJ 25170)

Models are developed for the flow of prisoners through a state prison system (Georgia's) and are used to evaluate the effectiveness of alternative correctional programs. Markov models are used to model the various states of an individual as he passes through the criminal justice system. Markov models are based on the assumption that the probabilities of transition from state to state (ex., from imprisonment to parole) depend only on the current state and not on previous states. Using Georgia data averaged for the years 1967-1971, transition matrices were constructed for assault, robbery, burglary, and larceny offenders with respect to the states of in prison for conviction, in prison for parole violation, out of prison on parole, and out of prison because sentence or parole completed. Several cost matrices were also constructed. The applications of this modeling technique to the evaluation of correctional alternatives are discussed.

40. SACKMAN, H. Planning, Management and Evaluation of Community Action Programs. Santa Monica, California, The Rand Corporation, 1973. 33 p. (NCJ 16615)

A planning and evaluation methodology for community action programs, with particular attention to the alcohol safety action program as as prototype is presented. Policy, strategic, tactical, and operational planning are discussed as essential elements in the development of a pioneering community action program like the Alcohol Safety Action Program. It is recommended that planning be broadly based, involving inputs from community leaders, participating agencies, expert panels, and others for necessary public acceptance and support. Alcohol Safety Action Program system development, subsystem analysis, and cost-effectiveness methodology are considered. The interdisciplinary, political, and technical aspects affecting management structure are analyzed, along with management structural alternatives which can make use of existing programs and agencies. Management feedback, test development, and evaluation methods are presented.

41. SCRIVEN, MICHAEL. Maximizing the Power of Causal Investigations: The Modus Operandi Method. In Glass, Gene V., Ed., Evaluation Studies Review Annual, Volume 1. Beverly Hills, California, Sage Publications, Inc., 1976. pp. 101 - 118. (NCJ 38148)

Modus Operandi (MO) analysis involves a causal inference pattern of identifying the actual cause or causes of a specific phenomenon, or testing the hypothesis that an intervention strategy was the cause. This evaluation technique discriminates between alternative possible causes of a certain effect or outcome. The Modus Operandi of a particular cause is an associated configuration of events, processes, or properties, usually in time sequence, which can often be described as the "characteristic causal chain" connecting the cause with the

effect. The total sequence of MO analysis, inferences being, of course, probabilistic, is as follows: One, check for the presence of each possible cause; if only one, that is the cause. Two, if more than one is present, check for complete MO's; if none, then none of possible causes was a cause. Three, if only one MO is complete, the possible cause with which that MO is associated is the cause. If more than one complete MO is present, the associated factors are co-causes.

42. SEITER, RICHARD P. Accountability of Community Reintegration Programs: Need and Methods of Measurement. In Fox, Vernon and Rick Kasten, Eds., Proceedings — The 19th Annual Southern Conference on Corrections. Wichita, Kansas, Wichita State University, 1974. p. 108-125. (NCJ 30749)

This evaluative model for correctional research contains a continuous outcome scale which is said to eliminate dichotomous distinctions of success and failure, and an outcome predictor element. Post-release adjustment is indicated as the sum of two scale ratings. The first of these is a deviant behavior scale, ranging from no evidence of deviant behavior to reincarceration for a felon conviction. The other scale credits the ex-inmate for achieving such values as employment, residential, and financial stability. Evaluation of the success of a community reintegration program is to be accomplished by measuring relative adjustment - the difference between actual and expected behavior. Due to the often non-random selection of participants for treatment programs, a prediction model is suggested for the computation of expected outcomes. Several such models are suggested.

43. U.S. DEPARTMENT OF JUSTICE. Law Enforcement Assistance Administration. Evaluation Manual — A Guide for Police Agencies. St. Petersburg Police Department. Washington, 1974. 82 p. (NCJ 16378)

How to apply appraisal procedures to police projects and the specific problems which may be encountered while conducting such research in a police setting are included. The position taken in this manual is that general program evaluations can best be undertaken by an in-house staff, with the occasional assistance of an outside consultant. The quality of research conducted by in-house personnel need not be inferior to that conducted by a consulting firm if proper procedures are followed. The remainder of this manual provides guidance and assistance in establishing a police agency evaluation capability, starting out with a discussion of why to evaluate. This manual details the steps necessary to establish an in-house evaluation capability. The problems and advantages of evaluating in a police environment are presented.

44. _____. Law Enforcement Assistance Administration. National Institute for Juvenile Justice and Delinquency Prevention. National Evaluation Design for the Deinstitutionalization of Status Offender Program. By the University of Southern California Social Science Research Institute. Washington, U.S. Government Printing Office, 1976. 150 p.
(NCJ 39719)
Stock No. 027-000-00514-4

This document includes program phase schedules, procedures for collecting and analyzing data submitted by the various Deinstitutionalization of Status Offender (DSO) programs, and data collection instruments. The national evaluation of the DSO program is massive in scope as it will entail the processing of over 6,000 client-centered data forms each month for eighteen months. Seven different types of status offender programs located in various areas of the country will be reporting to the Social Science Research Institute of the University of Southern California. Data analyses to be performed include the comparative analysis of control variables (demographic characteristics of juvenile clients in DSO programs, individual program client population statistics, and community tolerance measurements) with the dependent variables of official delinquency records, self-reported delinquency, and client social adjustment data. Data will be cross classified to determine the effects of the various types of DSO programs (the independent variables of the study). These programs have been placed in the following groupings: diversion, diagnostic, and evaluation screening units; shelter care homes (residency of 30 days or less); group homes (over 30 days); foster homes; multiple service centers (such as youth services bureaus); outreach intervention (active efforts to intervene in and attempt to modify various physical, social, and emotional circumstances of the client); and services which offer counseling only. Instructions for coding and blank copies of all the data collection instruments are provided. These forms are designed to be processed by optical scanning equipment. Procedures for tracking lost or incomplete data collection forms are described.

45. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Assessment of Alternatives to Incarceration – Final Report. By Merlyn Matthews, Tom Steinburn, and Carl Bennett, Batelle Human Affairs Research Centers. Washington, 1973. 316 p. (NCJ 40997)

This report presents the strategies developed in the form of issues which are critical to correctional evaluation and not as a ready-made evaluation design for immediate application in any community. The first three chapters examine three evaluation strategies – program audit, quality control, and explanation. The question each can answer and the methods most commonly applied in each are enumerated, and examples of correctional research are associated with each. The process by which a sensitive and appropriate evaluation strategy is developed is also described. Throughout the section the linkage

between planning and evaluation is noted, as is the efficiency of designs which build toward complex evaluations through incremental acquisitions of information. Few specific project solutions are provided. The next three chapters pose strategy questions in terms of community correctional evaluation and offer solutions to these based on analysis of data collected in the Seattle/King County Test Laboratory. The place of particular treatment program objectives as intervening variables and intermediate measures of outcome is examined. Recidivism, seen as the primary, although not the only criteria, is used to illustrate the difficulties of detecting changes in human behavior when the behavior in question is a relatively rare event. Several solutions are suggested, including using the individual's past history as a basis for comparison with observations of further behavior. Outside environmental influences and treatment program objectives and activities are considered as possible determinates of change. The interrelationships between these influences are presented diagrammatically. Description and classification of treatment dimensions, including reducing these to an understandable number, are examined and methods suggested. The requirement for cost effectiveness is pursued, including the practical constraint of the presently inadequate cost accounting records on which a cost effectiveness analysis would be based. The final chapter summarizes the previous material through the device of a hypothetical evaluation design. A bibliography and a list of suggested readings are appended.

46. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Court Information Systems: A Single Court Information System Project Evaluation Design — National Evaluation Program, Phase 1 Final Report. By B. Kreindel and others, The Mitre Corporation. Washington, 1976. 57 p. (NCJ 37882)

The phase one investigation of Court Information System Projects focuses on knowledge of system costs and effectiveness, the feasibility and costs of learning more about such systems, and planning for further evaluation. It is directly concerned with information systems which support trial courts (case flow management as well as other court operations and management) and are operational in their jurisdictions. This report describes the rationale and design for conducting an evaluation of a single Court Information System (CIS) project and presents the general approaches that can be utilized, the procedures that can be followed, and the types of results that can be expected. Two different approaches to project evaluation which are dependent upon the conditions under which the evaluation is conducted, and the development stage of the CIS project when it is initiated, are described. One approach is applicable only to an evaluation planned from the onset of the CIS project with provisions for full objectivity and independence and which is conducted as an effort parallel to CIS development, implementation, and operation.

The other approach, by contrast, is appropriate for an evaluation that is initiated and conducted only after the CIS development has been completed and is, therefore, necessarily less effective.

47. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Design for a Single Pre-Trial Screening Project Evaluation. By Joan E. Jacoby, Bureau of Social Science Research, Inc. Washington, 1973. 27 p. (NCJ 30004)

A presentation of a general evaluation design, this document shows what should be monitored and what areas must be considered in the development and conduct of an evaluation component for pretrial screening projects. Intended as a guide for local administrators or evaluators, this report discusses the types of evaluation methods recommended, the impact of change, the operational benefits of data collection, the basic requirements for implementing an evaluation, a summary of the work steps, and a discussion of costs.

48. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Early-Warning Robbery Reduction Projects: Individual Project Evaluation Design. By W. A. Eliot, J. R. Strack, A. E. Witter. McLean, Virginia, The Mitre Corporation, 1975. 34 p. (NCJ 32499)

The evaluation design outlines the data needs, evaluation method and record-keeping necessary for individual project monitoring and assessment. This is a companion document to a report of a Phase I National Evaluation Program Investigation of Early-Warning Robbery Reduction Projects.

49. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluation Design for the Offices of the Public Defender. By Roberta Rovner-Pieczenik, Alan Rapoport, and Martha Lane. Chicago, National Legal Aid and Defender Association, 1976. 400 p. (NCJ 36019)

The evaluation design focuses upon both office and attorney performance, and uses a variety of techniques to gather information interviews, observation, case file and docket studies, and a management analysis. It is constructed around the activities of an independent evaluation team which engages in both pre-site and on-site data gathering, analyzing, and synthesizing. It should be stressed that the evaluation design developed is appropriate for the small (1 - 5 attorneys) and medium (6 - 25 attorneys) sized office. The evaluation of a large office would entail more evaluators, more days on-site, and additional issues of substance to

account for those elements which come with increased size (e.g. decentralization, suprastructures). Handbook I, Preliminary Evaluation Period, details activities which are preliminary to the on-site visit of the entire evaluation team. Handbook II, Statistical Study of Defender and Court Case Files, outlines the procedures to be undertaken for two statistical studies: First, a study of case files in the defender office; and second, of cases handled by the court(s) before which defenders appear. Handbook III, On-site Evaluation – Quality Representation, presents the approach to be taken during the site visit by the evaluation team. It specifies the data to be gathered and provides instructions for its synthesis and analysis. It also contains the format for the final report of the evaluation team. Handbook IV, On-site Evaluation – Management Analysis, sets the stage and specifies the activities for a management analysis of the previous three. These handbooks constitute basic background reading for the individual(s) directing an evaluation of a defender office. Three additional handbooks should be organized for use by the evaluation team – Team Captain Handbook; Team Member Handbook – Quality; and Team Member Handbook – Management. Instructions for the preparation of these three handbooks appear in the last section of this volume. Taken together, these handbooks provide a method of determining whether a defender office is achieving the above goals, and present an evaluation design and format for results which should be helpful to an evaluation team and useful to the defender office.

50. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluation of Operation Identification – Phase I – Summary of the Assessment of Operation Identification's Effectiveness, and Plans for Evaluating a Single Project. By the Institute for Public Program Analysis. Washington, 1975. 147 p.

(NCJ 28909)
PB 249 490/AS

A condensation of the major findings of the study is presented including a description and assessment of the major program objectives and activities. A plan is also presented for evaluating individual Operation Identification projects, including standard data elements to be collected, methods of data collection, and suggestions for analyzing and interpreting the data collected.

51. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Evaluative Research in Corrections – A Practical Guide. By Stuart Adams. Washington, U. S. Government Printing Office, 1974. 334 p.

(NCJ 15132)
Stock No. 2700-00270

Information on the status and impact of evaluative research, the role of the agency administrator, research methods and strategy,

and the future of correctional evaluation is presented. This prescriptive package contains useful information on the development, implementation and utilization of correctional program evaluation. The primary focus is upon the development of basic and straightforward evaluation efforts. Emphasis is placed on practical applications rather than theory. The material describes the present status of evaluative research in corrections, the impact of selected cases on responsibilities, skills and attitudes required of correctional managers if research is to be facilitated and its products wisely used. Research methods and strategies as well as basic research concepts and procedures such as objectives, criteria, methods of measurement, models, and old and new research methods, are all included. Methods by which evaluative research in corrections may be improved, and systematic assessments to achieve progressive improvements of evaluation and program development based on effective evaluation efforts are also presented. The study is divided into four sections – the status and impact of evaluative research, the role of the agency administrator, research methods and strategy, and "looking ahead" to the future of correctional evaluation. A bibliography is included.

52. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Examination of the Impact of Intensive Police Patrol Activities – Final Report. By Frank S. Budnick. Washington, 1971. 202 p. (NCJ 11806)

The crime-correlated area model is based upon the assumption that there exist a number of crime-related influences which operate upon a city as a whole. Due to the operation of these influences, it is believed that the levels of crime in various areas of a city might fluctuate in a similar manner. Thus, it is argued that the levels of crime between two areas might be highly correlated with one another. If the degree of association is high enough, the belief is that the level of crime within one area might be estimated as a function of the level within another area. The study also focuses upon three months during 1970 in which intensive police patrol activities were conducted within certain sections of Washington, D. C. An analysis was made in order to determine the impact of the increase in manpower upon crime.

53. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Monitoring and Evaluating Team Policing Programs – Products 5 and 6. By H. Talmadge Day and William G. Gay, National Sheriffs' Association. Washington, 1976. 44 p. (NCJ 34482)

This report indicates kinds of data which might be gathered to monitor the success of an individual project and reviews areas requiring further intensive evaluation and team policing outcomes and elements of strategy. Individual project program monitoring evaluations examine whether planned program changes are being implemented and short-term or intermediate outcomes realized.

Intensive evaluations examine whether intermediate and long-term effects assumed to be produced by a program are in fact being realized, and whether these effects are indeed outcomes of the program and are not produced by intervening variables. A list of references is included.

54. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. National Evaluation of Selected Patrol Strategies – Phase I – Products 5 and 6 – Study Designs and Local, Multiple Project and Field Experimental Evaluations of Specialized Patrol. By the Institute for Human Resources Research. Washington, 71 p. (NCJ 30384)

Several options for evaluating and monitoring projects at the individual departmental level and across several projects, together with the costs of these evaluations are discussed. Presented are study designs for use by LEAA, regional and/or state law enforcement agencies and a design that can be used by individual local departments to monitor and evaluate their specialized patrol activities. All proposed study designs address cost-effectiveness comparisons between different types of specialized patrol and between specialized and traditional patrol. Researchers indicate that, using standardized measures and proposed methodologies, data can be collected and analyzed for about $16,000 per year by a local department. Collection and analysis of these same data for two years would cost about $420,000 across 10 projects, and $1,900,000 across 50 projects.

55. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. National Evaluation Program – Phase I Report – Traditional Preventive Patrol: A Site-specific Evaluation Design. By Don H. Overly, Stephen Schack, Theodore H. Schell, and Linda Stabile, University City Science Center. Washington, 1976. 31 p. (NCJ 35438)

This volume describes a conceptual approach for use by police administrators to determine and critically examine their patrol operations and opportunities for improving patrol effectiveness. It is written as a three-part essay offering guidelines to evaluation rather than as a detailed, step-by-step methodology. The first section summarizes the model of Traditional Preventive Patrol developed in another volume in this report series, "Traditional Preventive Patrol: an Analytical Framework and Judgmental Assessment" (NCJ-35449), and upon which this evaluation design is based. The second section describes an approach for evaluating patrol operations which calls for a detailed examination of the entire patrol system and allows for the use of critical judgments which are based upon the experience and available data within individual departments. The third section discusses briefly the benefits to be obtained from

applying this first order evaluation design. Attached exhibits cover a model of patrol, a flow diagram for site-specific evaluation design, prevailing tactical and strategic assumptions and a universe of assumptions governing deployment, supervision, in-service task assignments, and patrol modes. Also included is a universe of assumptions relating to officer characteristics.

56. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. National Evaluation Program – Phase 1 Report, V. 2 – Evaluation Manual for Citizen Crime Reporting Projects. By Leonard Bickman, A. John Sweeney, and Paul J. Lavrakas, Loyola University of Chicago. Washington, 1976. 60 p. (NCJ 34141)

Basic directions for the evaluations of those projects which either facilitate the means of reporting suspicious or criminal activity or use an educational approach to encourage witness reporting of same. Individual chapters cover defining the project (identification of objectives, evaluation criteria, target populations); evaluation design; data collection procedures; and data analysis, formulation of conclusions, and presentation of recommendations. Some of the possible problems of evaluation are identified and discussed. A list of references is provided. Appended are frameworks for the operation and evaluation of the six citizen crime reporting project types (whistle-stop, radio watch, special telephone lines, group presentation, membership, and home presentation) and a 15-item annotated evaluation bibliography.

57. _____. Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice. National Impact Program Evaluation – An Example Evaluation Component: An Automated Court Calendaring System Project. By Ellen Albright, The Mitre Corporation. Washington, 1972. 31 p. (NCJ 12157)

Evaluating automated case scheduling approaches should contribute significantly to any court delay reduction program. Computerized systems, which schedule cases according to computed priorities determined by considering the seriousness of the charge, status of the defendant, age of the case, and prior record of the defendant, automatically prepare notices to be sent out by administrative officers to notify participants of the date of the case. The goal of the project is to reduce court delay by 20 percent. The value of this program can be best analyzed by measuring the time periods between various procedural components of the criminal justice system. The document offers a list of requirements for data needed to adequately evaluate such a program and methods of analysis to accomplish this evaluation.

58. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. National Impact Program Evaluation – An Example Evaluation Component: A Methadone Maintenance Project. By Sol Gems and Ruth Katz, The Mitre Corporation. Washington, 1972. 37 p. (NCJ 12156)

An example of project evaluation planning, using a methadone maintenance project as a model is discussed. Topics covered include a description of a typical methadone maintenance project, evaluation measures, data needs, and methods of analysis. Appended material includes forms used to gather information for program evaluation.

59. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Phase I Evaluation of Coeducational Corrections – Issues Paper. By Koba Associates. Washington, 1977. 101 p. (NCJ 40006)

This paper presents, in modified catalog form, numerous theoretical, operational, and evaluation-related issues associated with the concept of coeducational correctional institutions. For the purposes of this study, "coeducational correctional institution" is defined as an adult institution, the major purpose of which is the custody of sentenced felons under a single institutional administration having one or more programs or areas where male and female inmates from the institution are present and in interaction. Juvenile institutions, jails, specialized institutions (such as camps, halfway houses, and diagnostic centers), and coordinate institutions are excluded. The types of issues considered here include the precedents for co-corrections, rationales for "going coed," assumptions behind the major hypotheses associated with this intervention, typological refinements, obstacles to implementation, and evaluation problems. The information presented is based on background data, program proposals, studies, and evaluations. A six-page bibliography is included.

60. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Phase I Evaluation of Pretrial Release Programs – Work Product Three – Evaluation Framework. By National Center for State Courts. Washington, 1976. 46 p. (NCJ 32739)

Evaluation framework representing a research approach for assessing the effectiveness of pretrial release programs is presented. This paper is the second of six products of a national evaluation of pretrial release programs to determine the current knowledge of their effectiveness, to assess the usefulness of this knowledge for planning and funding decisions, and to develop research designs to obtain information necessary for a full evaluation. The framework is organized around the

principal areas of program activities and discusses measurement points and data to be collected for testing the validity of underlying assumptions and measuring the impact of each activity on project goal achievement. Areas where experimental research designs are appropriate for testing validity of assumptions underlying program intervention are identified. An outline of the framework is included to aid the reader's understanding.

61. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Phase I Evaluation of Pretrial Release Programs – Work Product Six – Single Program Evaluations. By National Center for State Courts. Washington, 1976. 30 p. (NCJ 32742)

A guide for evaluating local pretrial release programs to insure the inclusion of accurate descriptive information on program structure, procedures and political operating environment for later national comparative analysis is presented. This paper is the sixth of six products of a national evaluation of pretrial release programs to determine current knowledge in the field, to assess the usefulness of this knowledge for planning and funding decisions, and to develop research designs to obtain information necessary for a full evaluation. The evaluation of individual pretrial release programs is emphasized as the key to effective national-scope research. An outline of background factors which should be considered in single program evaluations is included.

62. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. A Plan for Evaluating a Single Security Survey Program. By International Training, Research and Evaluation Council. Washington, 1976. 49 p. (NCJ 34859)

The security survey is an in depth on-site examination of a facility and its surrounding property to determine its security status, define the protection needed, and make recommendations to minimize criminal victimization. This operational level guide presents an evaluation design that could be implemented by local agencies to assess the effectiveness and efficiency of a security survey program. Its major components deal with the need for and utility of local project evaluation, key features of security survey programs in the field, and a framework for security survey program evaluation including survey program assumptions, the preparation of goal and objective statements, a crime prevention security survey data base, and measurement points. The appendix contains a sample request for services form, a discussion of the survey information filing systems, and a description of the information that can be placed on confirmation postcards. A seven-page bibliography is included.

63. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Residential Inmate Aftercare — The State of the Art — Single Halfway House Evaluation Model — National Evaluation Program — Phase 1. By Richard P. Seiter and others, Ohio State University, Program for the Study of Crime and Delinquency. Washington, 1976. 33 p. (NCJ 36382)

This report is designed to provide staff or residential inmate aftercare programs with evaluative strategies and procedures for assessing the efforts, effect, and efficiency of their programs. Strategies focus upon overall goals, sub-goals, and intermediate objectives of halfway house programs as well as the assumptions linking the framework together. It is emphasized that the results of evaluation efforts are only valuable when they are utilized in making decisions about the future program or policy of the halfway house. Appended materials include a checklist for resident needs assessment, a sample form for subjective assessment of resident progress, an outline of resident background variables, and a discussion of the use of 'relative adjustment' as a measure of offender outcome.

64. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Self-Evaluation Manual for the Offices of the Public Defender. By Roberta Rovner-Pieczenik, Alan Rapoport, and Martha Lane. Chicago, National Legal Aid and Defender Association, 1976. 189 p. (NCJ 36018)

This manual is primarily intended for use by the chief defender or administrative officer who desires to evaluate the quality of client representation given by the office, as well as some of its management functions. It has been constructed to highlight important defender issues; specify activities against which performance should be evaluated, provide a method by which an office can determine whether it is operating according to expected levels of performance, and suggests a general approach to office improvement. The self-evaluation manual consists of a series of 14 topics on which a defender office can evaluate itself beginning with a major/topic question and followed by a series of questions to guide the assessment on that topic, suggestions for reorganization if standards are not met, and methods of obtaining answers to questions for which data is not readily available. Topics related to planning, organization, administration, and control within a public defenders office are covered. An appendix contains various national standards relating to the provision of defense services.

65. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Treatment Alternatives to Street Crime (TASC): A National Evaluation Program Phase I Study – Working Paper for Product No. 5 – Evaluation Design for the TASC Program. By Mary A. Toborg, Raymond H. Milkman, and Debra R. Levin, The Lazar Institute. Washington, 1975. 30 p. (NCJ 32495)

This report describes three studies for evaluating client outcomes, standardizing data collection and analysis, and analyzing the process and impact of project institutionalization. The associated costs of and possible alternatives to these three studies are also discussed. The Treatment Alternatives to Street Crime program consists of 36 federally funded projects which channel criminally involved drug abusers into treatment.

66. _____. Law Enforcement Assistance Administration. National Institute of Law Enforcement and Criminal Justice. Treatment Alternatives to Street Crime (TASC) – A National Evaluation Program Phase I Study – Working Paper for Product No. 6 – Evaluation Considerations for an Individual Project. By Mary A. Toborg, Raymond H. Milkman, and Debra R. Levin, The Lazar Institute. Washington, 1975. 90 p. (NCJ 32496)

Individual proposals for evaluating project functions, client flows resource allocation, external factors affecting project operations, and project impact on client behavior are discussed. The appendix contains copies of TASC program evaluation and follow-up survey questionnaires.

67. WEIL, HERMAN M. Evaluating the Police Function: A Conceptual Barrier. Arlington, Virginia, CACI, Inc., 1974. 21 p. MICROFICHE (NCJ 26576)

The problem of developing outcome measures for evaluating law enforcement policy is reviewed. The first section reviews previous efforts to develop such measures and enumerates deficiencies found in various alternative measures. The second section uses an adaptive systems perspective to show how these deficiencies can be attributed to an inherent flaw in the use of classical evaluation designs in the law enforcement context. Finally, the last section suggests two new approaches to the development of evaluation measures that avoid that flaw and offer different additional benefits. That final section outlines a research program leading to the development of outcome measures more useful for evaluating law enforcement assistance.

GENERAL METHODOLOGY & TECHNIQUES

68. ALWIN, DUANE F. and MICHAEL J. SULLIVAN. Issues of Design and Analysis in Evaluation Research. In Bernstein, Ilene N., Ed., Validity Issues in Evaluative Research. Beverly Hills, California, Sage Publications, Inc., 1976. pp. 83 - 106. (NCJ 38443)

The question of internal validity in quasi-experimental and non-experimental social policy research is addressed. The focus is on problems of selection in research designs where assignment to experimental conditions occurs on a nonrandom basis. Five different solutions to the problems of selection are discussed - randomization, covariance adjustment, gain scores, matching, and explicit selection - and the conditions under which these solutions are useful are examined. It is concluded that wherever possible, researchers should employ randomization. When this approach is unavailable, and the researcher has control over the allocation of observations to experimental conditions, the assignment of observations to treatment and control conditions as an exact function of their observed scores on a selection variable is suggested. When the allocation of observations to experimental conditions is not under the control of the researcher, and where the assumption of linearity is appropriate, linear statistical adjustment is judged the best analytic approach. References are included.

69. AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT. Evaluating Training Programs — A Collection of Articles From the Journal of the American Society for Training and Development. By Donald L. Kirkpatrick, Ed. Madison, Wisconsin, 1975. 313 p. (NCJ 26593)

Topics covered include techniques for evaluating training programs, measuring the reactions of participants, and measuring the knowledge, skills, and attitudes that were learned in the classroom. Other articles cover on-the-job behavior changes that resulted from the program.

70. APPLIED MANAGEMENT CORPORATION. Project Evaluation. n.d. 16 p. (NCJ 29084)

The roles of pre-project and in-progress evaluation are examined. Three levels of evaluation, administrative, performance, and impact, are identified and explained and guidelines for conducting each are presented. Several mathematical and statistical evaluation methods are also described. They include comparison, before and after study, control group, time series analysis, random variation, experimental design, and cost effectiveness.

71. BALDWIN, FRED D. Evaluating Evaluators: The LIAR Model. Public Administration Review: 49 - 52. January/February 1972.

(NCJ 16034)

LIAR (linked indices for assessing relevance) is a mathematical model to predict the probable utilization of evaluative research findings in public programs. This computerized model gives an objective observer a way of predicting an evaluation's probable utilization at any time from the birth of the idea to the completion of the report. In its simplest form, which requires the input of only six observations, the LIAR model is based on the following types of variables - incentives to utilization, discentives to utilization, and environmental constraints. Each variable is given a weight from one to ten. It is recommended that observations be taken at at least two points, preferably at the start of the evaluation and just before the final report is circulated. At the start of a study, the model serves as a tool for the head of an evaluation division in deciding whether or not to perform an evaluation by permitting him to select projects where the report is likely to attract favorable comment and perhaps be acted upon. At the later stage, it permits a changed prediction in the light of new circumstances and helps the evaluator to decide how much of his prestige should be committed to publicizing the final report. Criticisms of the LIAR model include a lack of mathematical purity in the probability formula and a failure to take into account the fact that an organization's enthusiasm for making evaluations varies inversely with its disposition to take any other action.

72. BERNSTEIN, ILENE N., Ed. Validity Issues in Evaluative Research. Beverly Hills, California, Sage Publications, Inc., 1976. 134 p.

(NCJ 38442)

A series of five papers which explicate methodological problems particularly relevant to evaluation research for the purpose of alerting researchers to prospective problems. Discussions are presented that critically examine a variety of techniques that can be used to increase the validity of research results, in spite of defects in research design. Four of the papers consider some of the major problems that occur in the process of conducting large-scale experiments, the consequences of using an optimum allocation model for sampling in large-scale experiments, the use of analysis of covariance procedures when random assignment has not occurred, and a codification of problems of external validity in evaluation research. A fifth paper advocates the use of true experiments and true experiments coupled with approximations rather than approximations alone, assuming that a specified variety of conditions are present.

73. _____, GEORGE W. BOHRNSTEDT and EDGAR F. BORGATTA. External Validity and Evaluation Research: A Codification of Problems. In Berstein, Ilene N., Ed., Validity Issues in Evaluative Research. Beverly Hills, California, Sage Publications, Inc., 1976. pp. 107-134. (NCJ 38444)

This paper delimits and explicates threats to external validity particularly problematic in evaluation research. Five categories of factors are discussed: Selection effects, measurement effects, confounded treatment effects, situational effects, and effects due to differential mortality. The specific ways in which each of these factors threaten generalizability are pointed out and possible solutions to the methodological problems are presented. References are included.

74. BORUCH, ROBERT F. On Common Contentions About Randomized Field Experiments. In Glass, Gene V., Ed., Evaluation Studies Review Annual, Volume 1. Beverly Hills, California, Sage Publications, Inc., 1976. pp. 158 - 194. (NCJ 38151)

This article offers a rebuttal of the criticism that randomized field experiments are impossible, impractical, and useless. Critics often hold that randomized field experiments are impossible to implement in the 'real world'; that they are expensive and slow; that they can be replaced by statistical adjustment of nonexperimental data; and that they are unethical. This article examines four broad classes of criticism in light of the author's experience in accumulating valid information about program effects. The criticisms bear on feasibility, scope, usefulness, and ethicality of randomized experiments for evaluating social programs. Through this rebuttal the author offers suggestions for improvement of randomized field experiments.

75. BRACK, ROBERT. Innovative Projects Evaluation. Journal of Extension, v. 13 no.2: 39-47. March/April, 1975. (NCJ 29698)

The specific kinds of considerations that apply to the evaluation of innovative projects are examined. The author makes a distinction between on-going projects and innovative projects by classifying a project as innovative if it is offered to an entirely new audience, a different methodology is being employed, or the context in which the project operates has new dimension. There are considerations such as specification of the projects outcome, the levels of performance, unknown side effects, the increased levels of productivity, and management support directly related to the experimental and innovative environment (Hawthorne effect) and the evaluator-programmer relationship that have added impact due to the unavailability of data or experiences from prior projects. Finally, the author discusses the applicability of four evaluation models: Controlled experimental; goal-free; transactional; and adversary models.

76. BUCHANAN, GARTH, PAMELA HORST and JOHN SCANLON. Improving Federal Evaluation Planning. Evaluation, v. 1, no. 2: 86-90. 1973.
(NCJ 15385)

A new approach to agency evaluation planning is presented to improve the usefulness of program evaluation by identifying and correcting three major problems in current evaluation planning practices. The lack of a designed link between evaluation and management decision-making, the lack of standard evaluation methodologies, and the lack of knowledge about the relationship between the cost and the value of acting upon evaluation information are cited as the major problems causing uncertainty about the usefulness of evaluation. The authors suggest that the methodological characterization of evaluation should be replaced by one that defines evaluation as an assessment of the relative costs and effects of alternative program management strategies. In this approach, an evaluation model is chosen after an analysis and definition of the program and the decisionmaking system, and is validated by measuring the consequences of decisions made as a result of evaluation information. A diagram of the recommended evaluation system, including design, execution, and implementation stages is presented, and suggestions for implementing the recommended approach are given.

77. CAIN, GLEN G. Regression and Selection Models to Improve Nonexperimental Comparisons. In Bennet, Carl A. and Arthur A. Lumsdaine, Eds., Evaluation and Experiment. New York, New York, Academic Press, 1975. p. 297-317.
(NCJ 36929)

The author argues for the usefulness and validity of econometric and related nonexperimental approaches for assessing the effects of social programs. Using a regression approach, the author presents a model for producing unbiased treatment effects in experimental situations even when the selection process for treatment is nonrandom. The author contends that randomization is not essential; instead, he argues that the critical difference for avoiding bias is not whether the experimental assignments are random or nonrandom, but whether the investigator has knowledge of and can model this selection process. Strategies are presented for obtaining unbiased estimates of parameters of interest from nonexperimental data.

78. CAPORASO, JAMES A. and LESLIE L. ROOS, JR. Quasi-Experimental Approaches - Testing Theory and Evaluating Policy. Evanston, Illinois, Northwestern University Press, 1973. 387 p.
(NCJ 16359)

The assumptions, logic and methodology are explored in nine interrelated essays, and approaches to research design and data analysis are given. The quasi-experimental approach is a hybrid of experimental and naturalistic techniques, and is

characterized by an effort to use the logic of experimentation. An exploration of the use of quasi-experiments with short-and long-time-series data is provided. General essay and specific case studies are used to compare quasi-experimental and more traditional approaches. The examples are drawn from a number of fields, including comparative politics, international relations, organizational behavior, and environmental studies. Among the specific topics covered are quasi-experimental approaches to social science, and research designs for various projects using quasi-experimental approaches. A glossary of terms used is included.

79. CARO, FRANCIS G. Readings in Evaluation Research. New York, New York, Russell Sage Foundation, 1971. 431 p. (NCJ 10168)

The nature and role of evaluation research, its organizational context, and methodological strategies are discussed. Theoretical issues of evaluation research are exemplified by the inclusion of actual case materials from programs for directed social change. The wide range of material included in this collection can be applied to the fields of health, justice, education, employment, and welfare.

80. CHOMMIE, PETER W. and JOE HUDSON. Evaluation of Outcome and Process. Social Work, v. 19, no. 6: 682-687. November, 1974.

(NCJ 15526)

Evaluating program outcome provides the verification that planners and policy-makers need to decide a program's future, however, factors such as multiple interventions, altered conceptual foundations, program change in midstream, and confusion about the possible influence of the evaluation effort tend to affect the results of experimental outcome evaluations. Also information concerning program success or failure often arrives too late to serve the needs of administrators, clients, and staff. Evaluating program process leads to the discovery of facts that explain outcomes, make goals specific,and improve delivery of service. A process-focused qualitative evaluation approach has been developed. Its five components include subjective measurement, consultation and feedback, debriefing, and participant observation.

81. COMMITTEE FOR ECONOMIC DEVELOPMENT. Improving Federal Program Performance - A Statement on National Policy by the Research and Policy Committee of the Committee for Economic Development. New York, New York, 1971. 86 p. (NCJ 16358)

Statement on choice of policy goals and program objectives is included in this book as well as a selection of programs, the execution of programs, and evaluation of performance to determine the extent to which stated objectives are being achieved. An introduction and summary of recommendations covers topics such as the role of programs, conditions affecting program performance, and attempts at reform. The role of the Executive Branch and the role of Congress are discussed under the basis for program design and management. Comments under developing programs to achieve objectives concern expanding the range alternatives, better use of planned experiments, and strengthening program analysis. Other topics discussed include program budgeting, multi-year planning, performance evaluation, and staffing for evaluation.

82. DISTRICT OF COLUMBIA OFFICE OF CRIME ANALYSIS. Conduct of Evaluative Research of Federally Funded Social Action Programs – With Specific Reference to Programs in the Administration of Justice. By D.F. Berg. Washington, 1974. 65 p. MICROFICHE (NCJ 26160)

This paper is designed as a guide for developing and implementing a plan for the evaluation of criminal justice programs as required by LEAA and for undertaking studies to determine the efficacy of the programs funded by this office. The following topics are considered: Concepts and issues in evaluative research and social programming; issues and problems in the methodology of measurement and design of evaluative research; and problems in evaluating intervention programs in social action agencies. A list of references is included.

83. DOLBEARE, KENNETH M., Ed. Public Policy Evaluation. Beverly Hills, California, Sage Publications, Inc., 1975. 286 p. (NCJ 32884)

This text is a collection of articles designed to provide researchers with means to evaluate policy goal achievement, and to aid in empirical theory formulation by explaining the effects of policies on the social system and process. Several articles deal with the conceptualization of evaluative techniques. Implementation of techniques is then dealt with by several authors. Applications to crime control are then examined. Articles illustrating conceptualization, implementation, and crime control applicability through reference to particular projects are included.

84. DORNBUSCH, SANFORD M. and W. RICHARD SCOTT. Evaluation and the Exercise of Authority. San Francisco, California, Jossey-Bass, Inc., 1975. 382 p. (NCJ 16356)

The results of a ten-year research program on authority systems in formal organizations are offered. The theme of this book is how the evaluation process is used to control the task performance, and therefore the behavior, of members of organizations. Empirical data was gathered on more than 20 different types of authority systems in different organizational settings, including an electronics assembly line, a university faculty, and a student newspaper. This data showed that authority systems critically depend on the evaluation of organizational participants. The authors describe how this evaluation process works and indicate how inadequacies in the process move people away from the organization's professed goals and lead to attacks on the authority system as a whole. The authors' general theory on evaluation and authority is set out in detail in the last chapter. A fifteen page bibliography is provided.

85. DUFFY, HUGH G. and others. Design of an On-site Evaluation System for the Office of Legal Services. Washington, The Urban Institute, 1971. 136 p. (NCJ 15387)

Periodic assessments of the performance of individual projects are provided to aid the office of legal services in monitoring for making yearly refunding decisions and generating uniform data on project characteristics. The proposed on-site evaluation system includes procedures for classifying legal services projects into classes of projects operating in similar environments, pre-site-visit collection of project data and a project self-analysis, on-site gathering of information on the quality and quantity of the work being done, and rapid feedback of results for management refunding decisions and an assessment of the areas in which technical assistance may be needed. The evaluation system is designed to collect information on each project's resources and the environment in which it operates. It will further determine whether an individual project is complying with grant conditions and operating efficiently with its physical and human resources. Achievements will be measured against project goals.

86. FRY, LINCOLN J. Participant Observation and Program Evaluation. Journal of Health and Social Behavior, v. 14: 274-278. September, 1973. (NCJ 19859)

The contributions that participant observation can make to the area of program evaluation are analyzed, based on research in a therapeutic drug community. Participant observation is approached from the notion of strategies of participation, namely: (1) gaining access to data; (2) evoking behavior; (3) identifying psychologically with the people being studied; (4) connecting concepts with

indicators; and (5) formulating hypotheses. The present study supports the usage of these strategies as a framework that is useful in formulating more scientific approaches to evaluation. The implication of the study is that participant observation should be integrated into a network of research techniques. A list of references is included.

87. GUTTENTAG, MARCIA and ELMER L. STRUENING. Handbook of Evaluation Research — Volume 1. Beverly Hills, California, Sage Publications, Inc., 1975. 696 p. (NCJ 30416)

_____. Handbook of Evaluation Research — Volume 2. Beverly Hills, California, Sage Publications, 1975. 736 p. (NCJ 30417)

The first volume offers specific, comprehensive guidance in both the theory and practice of evaluation research. It first provides an overview of primary factors to be considered in conceptualizing a problem for study, including the need for compromise and the significance of extra-disciplinary input. Next, the contributors explore the components of developing a research strategy and design: reviewing relevant literature; collaborative processes to anticipate and overcome obstacles; and the pitfalls, liabilities, and limitations of individual types of designs. The volume goes on to provide detailed guidance in the area of selection and maintenance of a sample; explores the choice of measures to use; discusses the selection of personnel; analyzes in depth the maintenance of data collection standards over time, and provides suggestions for approaches to and management of data analysis and communicating results. It concludes with a selective bibliography of evaluation methodology, covering books and articles instrumental for both instructional and research programs. An extensive index is also included.

In the second volume, the contributors (45 of the foremost scholars and practitioners of evaluation) provide an extensive analysis of evaluation in mental health programs which serves as a model for administrators and policy makers in other fields, such a social work, education, government, and private foundations. The methodology of evaluation research is also applied to the specific content areas of study. This volume concludes with a cumulative bibliography covering all the works cited in this study, and a full index.

88. LEVINE, R. A. and A. P. WILLIAMS, JR. Making Evaluation Effective: A Guide. Santa Monica, California, The Rand Corporation, 1971. 48 p. (NCJ 15752)

A guide for development of strategy — when to measure effectiveness, who should evaluate, which appraisal techniques should be used and how to assess the final results — is offered. A section presents a typology of evaluations — a mode of classification that can be used as an aid to the evaluation planning and execution processes. The type of evaluation is determined by the purpose and subject of the evaluation

and by the person or group for whom it is being planned. Another section covers the planning of annual evaluations, while the next section discusses the preparation for specific evaluations within a government context. The final section covers the preparation of critical program summaries, the consolidation of statistical evidence, and the subjective judgment of the evaluator. There is an appendix which summarizes the documentation described in and called for by this guide.

89. LICHFIELD, NATHANIEL, PETER KETTLE, and MICHAEL WHITBREAD. Evaluation in the Planning Process. Elmsford, New York, Pergamon Press, 1975. 344 p. (NCJ 29276)

The role of evaluation in making decisions in urban and regional planning and implications for the management and organization of the planning process are discussed. There are two major areas of inquiry. One of these is the nature of information to be generated by an evaluation exercise and its consequences in other planning activities such as the setting of objectives and work on design. This area is concerned with internal consistency within the planning process. The other major area is the various procedures that may be used to arrive at a suitable short list of alternative plans for detailed investigation and debate; and the choice of a particular short-listing procedure in the light of various possible circumstances in which the study is to be undertaken.

90. LOGSDON, DAVID. A Practical Look at Evaluation. Journal of Extension, v. 13, no. 2: 31 - 38. March/April 1975. (NCJ 29697)

The basic reasons for evaluating, the purposes of evaluation, and three different evaluation models are examined. The author contends that evaluation methodology is changing from an over reliance on the experimental model, which is not always the most feasible or beneficial method, to other types of models such as the survey of subjective opinions and skills learned and the group process models. The controlled experimental models' primary purpose is to provide manageable design controls and unquestionably valid results, whereas the other two models provide more for program improvement, validity flexibility and direct involvement of the actors via constructive discussions, It is the author's opinion that rather than strictly utilizing the model, the three may be combined to yield bound data, a basis for program improvement, and a learning process for those involved.

91. LONGEST, JAMES. Designing Evaluative Research. Journal of Extension, v. 13, no. 2: 48-55. March/April, 1975. (NCJ 29699)

The basic design elements of evaluative research and four specific evaluation designs of social change programs are examined. The author contends that the highest possible degree of scientific

methodology and theory testing for conducting and controlling valid, reliable evaluation must be strived for. As a basis, nine design elements are essential. They are definition of the general conditions and problems; specification of theories, assumptions and values that will guide the formulation of the evaluation research; an explicit statement of what is to be evaluated; the formulation of the hypothesis, identification of the variables and specification of the units of analysis; the how, when, and where for data collection; how the data will be processed; analysis of data; reporting the information; and a schedule for the execution of the evaluative research. The four levels of evaluation of social action programs are also included. These being context evaluation, input evaluation, process evaluation, and product evaluation.

92. MILLER, M. M. Evaluating Community Treatment Programs — Tools, Techniques, and a Case Study. Lexington, Massachusetts, D.C. Heath and Company, 1975. 139 p. (NCJ 32810)

This book provides useful information, guidelines, and ideas for the evaluation of community treatment programs for offenders. It describes evaluation techniques and approaches and presents a case study of an internal evaluation. The case study provides a comparative analysis of the privately-operated human development center program with a similar program operated by a public agency. In addition, it shows step-by-step ways in which evaluation can be effectively applied, outlining the entire process of how the evaluation was designed, the questions it was supposed to answer, the techniques used to get the answers, and the conclusions and recommendations that resulted from the evaluation. The major thrust of the center's counseling program was to provide the direction, stimuli, and support necessary to assist residents in securing employment, to remain drug-free, and to plan and prepare for release or parole. This report also describes and includes samples of basic forms, procedures, and systems necessary to providing an adequate data base for evaluation.

93. MOURSUND, JANET P. Evaluation - An Introduction to Research Design. Monterey, California, Brooks/Cole Publishing, 1973. 159 p. (NCJ 17766)

Discussed are some of the points that should be considered when an overall evaluation scheme is being planned. The nature of data and data gathering, including quantifying observational data, interviews and questionnaires, and different types of tests, is also covered. An introduction to evaluation design explains the problems of sampling and of generalizing from a sample to a population, cause-and-effect relationships, and dependent and independent variables. Different design types are used to explain control groups and their use. The interpretation of results - the nature and testing of hypotheses, statements of probability, etc. - is also emphasized. In addition, the more administrative aspects of program evaluation are covered including project staffing, establishing lines of communication and responsibility, funding problems, and proposal writing.

94. NATIONAL ACADEMY OF SCIENCES. Protecting Individual Privacy in Evaluation Research. Washington, 1975. 116 p. (NCJ 30415)

While accepting the necessity of collecting personal data for evaluation efforts, the authors believe that ways can be found to evaluate government programs without endangering the privacy of those who provide data. This report discusses the reasoning behind the following two recommendations. First, they recommend that all Federal agencies engaging in evaluation research adopt rigorous procedures to ensure that data collected about individuals in the course of such research are kept strictly confidential and are not used for purposes other than such research or released in any way that permits identification of individuals. Secondly, it is recommended that consideration be given to enactment of a federal statute that would protect from subpoena information collected from individuals in the course of federal evaluation research and thus prevent such information from being used in law enforcement or other legal proceedings. The appendixes include a discussion of file and interfile exchange and a model statute to protect researchers against the compulsory disclosure of research data.

95. NAY, JOE N. and others. Representation of Reality: Measurement Models in Evaluation. Washington, The Urban Institute, 1976. 26 p. (NCJ 37989)

This paper illustrates, largely through example, several types of measurement models for evaluations that are often constructed to represent real processes. Since an evaluation design involves a plan for a set of systematic measurements, consideration must be given to what measurements are to be made and to what analyses and comparisons are to be performed upon the data obtained from those measurements. In order to answer these questions about a real process, it is frequently necessary to keep track of interrelationships between measurements (to each other over time, in relation to other parts of the process, in relation to factors outside the process, etc.). In order to decide how to do this and in order to explain to others what is to be done, a measurement model that represents the important, interrelated characteristics of reality — those that will be considered — is frequently necessary. The measurement model is an attempt to compactly display interrelationship and measurement points. This paper illustrates these measurement models using an example drawn from the home heating system; additional examples drawn from garbage transfer and knowledge transfer are also provided. The "location" and perspective of the observer constructing the model is found to have an important effect; this influence is briefly examined.

96. PFEIFFER, DAVID G. An Extension of the Linked Indices for Assessing Relevance Model. Public Administration Review, v. 33, no. 5: 462-464. October, 1973. (NCJ 31576)

Mathematical refinement and extension of a model for predicting the probable utilization of an evaluation both prior to and after its completion are discussed. The author adjusts the "LIAR" (linked indices for assessing relevance) model so that its value, the probability of an evaluations use, can never exceed one. Secondly, he extends the model so that it can measure and score an administrator's utilization of evaluation and research in the performance of his duties. This measure is applicable to time spans of one year or more. The argument is presented that this valuable score could even be considered for merit raises, etc.

97. RIECKEN, HENRY W. and ROBERT F. BORUCH. Social Experimentation - A Method for Planning and Evaluating Social Intervention. New York, New York, Academic Press, 1974. 357 p. (NCJ 16430)

The use of randomized, controlled experiments to plan, develop, and appraise innovative programs is discussed. The position taken is that systematic experimental trials of proposed social programs have certain important advantages over other ways of learning what programs (or program elements) are effective, under what circumstances, and at what cost, the importance of random assignment of study subjects to experimental or control groups (to prevent the introduction of possible bias) is emphasized. The use of a quasi-experimental design is suggested when either randomization cannot be achieved or when setting up a control group is not feasible. In this way, the experimenter can approximate experimental procedures for collecting data even though he lacks full control over the delivery of the treatment. The advantages and disadvantages of social experimentation are also considered. The appendix lists references to and abstracts of illustrative, randomized experiments for appraising the effects of social programs.

98. ROSSI, PETER H. and SONIA R. WRIGHT. Evaluation Research - An Assessment of Theory, Practice, and Politics. Evaluation Quarterly v. 1. n. 1: 5 - 52. February, 1977. (NCJ 39753)

Formal, systematic social science research on the effectiveness of public policy has become increasingly used in the last two decades as policy makers have become increasingly skeptical about the effectiveness of public policy, especially in the social welfare areas. Surveys of existing research designs and accompanying techniques is presented along with brief assessments of their usefulness for programs of different types. The authors stress particularly the use of field experiments for the assessment of prospective social policies and programs.

99. ROSTKER, BERNARD. Econometric Model for the Evaluation of Manpower Programs. Santa Monica, California, The Rand Corporation, 1973. 18 p. (NCJ 16614)

A single national control group is recommended as the norm against which to measure the results of a manpower program. It is concluded that by observing the behavior of people similar to program clients in the control group, it is possible to infer the client's behavior had he not been in the program. The program data fitted to the economic model presented allows the estimation of employment a client could have expected had he not joined the program and consequently the calculation of his net income gain from participating in the program.

100. SCANLON, JOHN W. and others. An Evaluation System to Support Planning, Allocation and Control in a Decentralized, Comprehensive Manpower Program. Washington, The Urban Institute, 1971. 231 p. Report No. MEL 71-07. (NCJ 15386)

This document covers priority evaluations needed and the methods of performing them, as well as changes required in planning, reporting, and administration in order to make the evaluation system effective. The evaluation system provides procedures for assessingg the adequacy and feasibility of the prime sponsor manpower plans, measuring exemplary and satisfactory performance, determining state and local technical assistance needs, moving state and local programs toward national goals and policies, and identifying and disseminating the most effective program concepts. The system is also designed to be useful to state and local officials who will be called upon to generate much of the required data.

101. SCRIVEN, MICHAEL. Evaluation Bias and Its Control. In Glass, Gene V., Ed., Evaluation Studies Review Annual, Volume 1. Beverly Hills, California, Sage Publications, Inc., 1976. pp. 119 - 139. (NCJ 38149)

In this paper, the author considers some aspects of the problem of obtaining unbiased information in the areas of program and product evaluation. Sources of bias in evaluation and the preventive measures for them are reviewed. A set of guidelines for establishing the outlines of a broad evaluation system are provided, based on recommendations for independent feedback in evaluation and regular review of the independence.

102. SELIG, ANDREW L. A Conceptual Framework for Evaluating Human Service Delivery Systems. American Journal of Orthopsychiatry, v. 46, no. 1: 140 - 153. January, 1976. (NCJ 31464)

Development of a framework specifically designed to further the conceptualization of human service delivery systems is presented. Pertinent literature, primarily from the behavioral sciences, is

integrated into a conceptual framework aimed at orienting administrators and others to the possibilities of evaluation and suggesting variables to any organization or system.

103. STANFORD EVALUATION CONSORTIUM. Review Essay - Evaluating the Handbook of Evaluation Research. In Glass, Gene V., Ed., Evaluation Studies Review Annual, Volume 1. Beverly Hills, California, Sage Publications, Inc., 1976. pp. 195 - 215. (NCJ 38152)

In this critique of the 1975 Handbook of Evaluation Research, the authors review the origins, organization and content of the handbook, and examine evaluation theories presented in that text. This critique was written by the Stanford Evaluation Consortium, which is a group of about 20 Stanford faculty plus an equal number of advanced graduate students from several departments. The review begins by describing the origins of the handbook and outlining its contents. It then proceeds to consider general, nontechnical issues of research strategy and tactics in evaluation. The authors discuss some of the features - conceptual as well as political - that distinguish evaluation research from conventional research, and relate this distinction to certain strengths and weaknesses of the handbook. The review next takes up design, instrumentation, and analysis and evaluates the advice provided (or omitted) by the handbook's chapters. The review discusses two views of the evaluation enterprise: The conventional view that dominates the field and the handbook, and an alternative view that seems likely to improve evaluation practice.

104. SUCHMAN, EDWARD A. Evaluative Research - Principles and Practice in Public Service and Social Action Programs. New York, New York, Russell Sage Foundation, 1967. 195 p. (NCJ 15369)

This book is divided into three main sections, representing the conceptual, the methodological, and the administrative aspects of evaluation. It begins with a brief historical account and a general critique of the current status of evaluation studies. The introduction is followed by a conceptual analysis of the process, including a discussion of different levels of objectives. The methodological section includes an analysis of various research designs applicable to evaluative research. The place of evaluation in the administrative process is related to program planning, demonstration, and operation. Administrative resistance and barriers to evaluation are examined along with the problems in the utilization of the findings. The book concludes with a brief exposition on the relationship of evaluative research to social experimentation, stressing the potential contribution which public service and social action programs can make to our knowledge of administrative science and social change.

105. SZE, WILLIAM C. and JUNE G. HOPPS, Eds. Evaluation and Accountability in Human Service Programs. Cambridge, Massachusetts, Schenkman Publishing Company, Inc., 1974. 224 p. (NCJ 18713)

A collection of papers on the organizational, political, and social context of evaluation research, alternative models of program evaluation, and case studies on program evaluation, and a comprehensive bibliography are presented. Macroscopic problems, defined as those problems which relate to the larger concepts in which evaluation and accoutability studies are conceived, planned, and implemented are first examined. The need for transferability of evaluation findings to the larger social context, the political context of evaluation research and the pragmatic environment in which it is performed, and the effect of bureaucratic structures and decisions on evaluation are discussed. Comments on various methodological problems in evaluation research, and papers dealing with the practical experiences of evaluation researchers are presented as well. A critical overview of program evaluation and a bibliography on social service, social action programs, mental health, and health care are provided.

106. U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE. National Institute of Mental Health. Planning for Creative Change in Mental Health Services: Use of Program Evaluation. Washington, U.S. Government Printing Office. 1971. 115 p. (NCJ 16443)
Stock No. 1724-010

This report is divided into three parts. In Part One, the benefits of front line evaluation are identified and the twelve principles which ensure high standards of measurement are discussed. Various approaches to program evaluation are outlined, including the method of asking clientele, the behavior modification method, monitoring research techniques, surveys, case studies, and cost analytic techniques. Two program evaluation models — Key Factor Analysis and Goal Attainment Scaling — are discussed in detail. "Key Factor Analysis" is an application of general systems theory to organization and management. "Goal Attainment Scaling" provides an estimate of whether the goal which someone thought would be reached is actually reached. Other special models of program evaluation (continuous monitoring of outcome, dynamic evaluation, differential evaluation, program effectiveness evaluation) are also highlighted. Part Two is an alphabetical listing of over 330 works on program evaluation and evaluation research. Bibliographic entries are subdivided under the headings of "Conceptual and Methodological Issues", "Illustrations of Evaluation Studies", and "References on Design, Measurement, Sampling, and Analysis". Part Three consists of abstracts of works appearing in the bibliography and others.

107. U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT. Abstracts on Evaluative Research. By Carol C. Weiss and others, Model Cities Evaluation Institute. Washington, n.d. 250 p.

(NCJ 15766)

This reference source for evaluators was compiled by the Model Cities Evaluation Institute for use by city demonstration agencies. Major areas of evaluation activity are identified in the subject and author index.

108. U. S. DEPARTMENT OF THE NAVY. Bureau of Medicine and Surgery. Navy Medical Neuropsychiatric Research Unit. Evaluation of Alcohol Treatment Programs. By Marc A. Schuckit and Don Cahalan. Washington, 1974. 33 p.

(NCJ 18281)
AD 787 685

This report reviews evaluation theory and procedures as they pertain to alcoholism treatment programs, considers literature on alcoholism treatment, and presents guidelines for doing evaluation research. Specific suggestions for evaluating alcohol treatment therapies are discussed in detail. The following areas are covered: ethics, time sequence, study design, definitions, choice of measures, subject selection, controls, placebos, the double-blind, follow-up, balance, data analysis, statistics, and project write-up. A bibliography is also included.

109. U. S. DEPARTMENT OF STATE. Agency for International Development. Evaluation Handbook, Second Edition. By G. Schwab. Washington, 1974. 122 p.

MICROFICHE (NCJ 15642)

The material contained in this handbook represents a compilation and condensation of the Agency for International Development's (AID) evaluation system. Although emphasis is on AID programs, the methodology presented here could be applicable to evaluation of criminal justice programs. Such evaluation types as indepth project level evaluations, sector and program level evaluations, and special evaluations of assistance techniques and policies are described. Criteria for designing a study, a basic study design, a checklist for planning an evaluation study, the selection of evaluators, the use of consultants, data analysis, and preparation of the final report are also discussed. Such topics as data collection, indicators of progress, performance standards and quantitative and qualitative measures are considered.

110. U. S. LIBRARY OF CONGRESS. Congressional Research Service. Program Evaluation: Emerging Issues of Possible Legislative Concern Relating to the Conduct and Use of Evaluation in the Congress and the Executive Branch. By Genevieve J. Knezo. Washington, 1974. 79 p.
MICROFICHE (NCJ 19846)

A discussion of governmental and non-governmental factors contributing to the growth in both use and criticism of program evaluation research is presented. Discussed are the initiation, use, coordination, procurement, conduct, and methods of program evaluation. Identified are actions taken to remedy the discrepancy between the promises and utility of evaluation research.

111. UNIVERSITY OF WASHINGTON. Institute of Governmental Research. The Capacity of Social Science Organizations to Perform Large-Scale Evaluative Research. By Walter Williams. Seattle, Washington, 1971. 53 p.
Public Policy Paper No. 2 (NCJ 17186)

This paper investigates the capacity of social science organizations to develop a high level of large-scale evaluative studies in support of public decision-making. The author considers these issues critical for both governments and universities. Governments must face the problem of how to stimulate more evaluative research in the social areas. Universities with large numbers of social scientists on their staffs must decide if and how they should participate in these studies. Neither task will be an easy one. Factors relevant to a consideration of social science's contribution to social policy are discussed. Other topics include the federal government's demand function for policy research, the organization of the social sciences for policy research, and minimizing the risks of developing and using evaluative research.

112. UNIVERSITY OF WISCONSIN. Institute for Research on Poverty. The Methodology of Evaluating Social Action Programs. By Glen G. Cain and Robinson G. Hollister. Madison, Wisconsin, 1969. 62 p. MICROFICHE (NCJ 16899)

The report maintains that data collection and evaluation methods exist which, while perhaps not satisfying the methodological purists, can provide evidence for judging the degree to which social action programs have succeeded or failed. The theme developed involves an evaluation procedure that provides a model suitable for statistical testing, the establishment of a wide range in the values of the variables representing the program inputs, and the judicious use of control groups. It is emphasized that social action programs are uniquely complex in their variety of inputs and multiplicity of objectives, such that decisions as to whether or not to abandon a program cannot be easily made on the basis of the results of any evaluation results. The suggestion is that the objective of evaluations should most often be that of providing a basis for modifications and increased effectiveness in existing programs.

113. WALKER, ROBERT A. The Ninth Panacea: Program Evaluation. Evaluation, v. 1, no. 1: 45 - 53. Fall, 1972. (NCJ 39410)

The use of 'accountability program evaluation' is described as a means of ensuring the effective development and utilization of data feedback to improve program performance. This evaluation methodology differs in one major way from traditional versions of program evaluation: accountability program evaluation requires that evaluation data be of such quality that each staff member's contribution to achievement of the program goal is clearly known, so that consequences can be equitably and differentially provided. This article relates how the author and creator of this 'third version of program evaluation' is developing various forms of accountability in several diverse systems. The accountability program evaluation he describes requires three components: goal setting, feedback, and real consequences. The construction of useful feedback reports is highlighted, with some general comments being offered concerning the purposes of feedback, information users, general specifications, and examples of reports.

114. WEISS, CAROL H. Alternative Models of Program Evaluation. Social Work, v. 19, no. 6: 675 - 681. November, 1974. (NCJ 15525)

Discussion of three types of evaluation - social experimentation, evaluation research, and the accountability system - and the decisions for which they are suited are included in this article. Social experimentation involves the testing of prototype programs on a small scale before committing large amounts of time, money, and effort to large scale undertakings. Traditional evaluation research generally involves a before-and-after assessment of the extent to which program goals are being realized. The accountability system is a method of program evaluation that provides only the information that the intended users have defined as related to their values and needs. Use of one or the other of these evaluation models for program evaluation is determined by the type of decision to be made and the data that is needed to make the decision.

115. _____. Evaluating Action Programs: Readings in Social Action and Education. Boston, Massachusetts, Allyn and Bacon, 1972. 378 p. (NCJ 15367)

Contributions by evaluators experienced in a range of substantive fields which discuss the purposes of evaluation and the methods by which it obtains information and generates conclusions are presented. Rather than giving a set of prefabricated rules and instructions, the contributions point out the constraints within which evaluation operates and suggests alternative strategies of design, measurement, structure, relationship, and communication in order to accommodate to existing constraints and to serve the informational needs of programs. The papers deal with the purposes of evaluation, study designs appropriate for specified purposes, measurement of program outcomes and inputs, and use of evaluation results in future

program decisions. The book identifies areas of consensus that have emerged across professional specialties. It also highlights issues that remain controversial. The author's introduction compares and contrasts the individual papers and places them in perspective.

116. _____. Evaluation Research - Methods of Assessing Program Effectiveness. Englewood Cliffs, New Jersey, Prentice Hall, 1972. 172 p. (NCJ 15640)

The author emphasizes the application of research methods to action programs. Topics discussed include purposes of evaluation, evaluation design, the action program setting, and utilization of evaluation results. Also explained is how to select program goals for study and how to develop indicators to measure the achievement of these goals. The three-part bibliography is divided under the headings of conceptual and methodological issues, illustrative evaluation studies, and references on design, measurement, sampling and analysis. An index is provided.

117. _____. Politicization of Evaluation Research. Journal of Social Issues, v. 26, no.4: 57-68. 1970. (NCJ 16035)

As innovative social programming and its appraisal become more large-scale in scope and visible to public opinion, evaluators are meeting greater problems stemming from competing political pressures and interests. Problems exacerbated by increased public visibility of program evaluations include criticism of the evaluation methodology, resentment by program personnel, speculative recommendations on the basis of insufficient data, and required evaluation procedures specified by funding bodies. One of the most serious problems is the tendency of negative evaluations to stifle rather than improve innovative programs. One solution is to place less stress on the evaluation of overall impact and more on the effectiveness of variant conditions within programs. Another circumstance to avoid is premature evaluation of programs at the stage where they are still learning to organize and to put concepts into practice. Another approach to evaluation is the "system model" of Etzioni which recognizes that organizations engage in activities other than achievment of their goals.

118. _____. Where Politics and Evaluation Research Meet. Evaluation, v. 1, no. 3: 37 - 45. 1973. (NCJ 39423)

Political considerations impinge on evaluation in three ways, according to this article. First, the policies and programs that are evaluated are the products of political decisions.

Second, because evaluation is undertaken to augment decision-making, it is propelled into the political arena. Third, evaluation itself has a political character because it makes statements about the problems of some programs and the virtues of others. The author points out some of the problems that political factors will have on the social scientist involved in research evaluation.

119. _____ and JOSEPH W. DUNCAN. Alternative Models for Program Evaluation — with Separate Commentary. In Sze, William C. and June G. Hopps, Eds., Evaluation and Accountability in Human Service Programs. Cambridge, Massachusetts, Schenkman Publishing Company, Inc., 1974. pp. 113-126. (NCJ 18717)

A description of the social experimentation, traditional evaluative research, and accountability system methods of program evaluation is presented. Three types of decisions — policy, strategic, and tactical — which are faced in program decisionmaking are first outlined. The author then discusses the three alternative evaluation models. While all of these deal with outcome data, evidence of the effectiveness of programs in attaining their goals, each is apt for answering a different order of question and supplying information for a different type of decision. The social experiment involves the launching and testing of prototypes of new ventures. Their function is to inform the policymaker of the viability and effectiveness of innovations before the commitment of large amounts of money, time, and effort. Traditional evaluation, used to study ongoing programs, can assess overall effectiveness to some extent and is seen as being most valuable in the comparative study of the effects of different program components. Accountability systems consider the criteria of program success as specified by the user, and at regular intervals, through the use of data processing systems, produce data that display the success of the program on these measures. As such, it is a continuous evaluation system. The separate commentary offers criticisms of the social experiment model.

120. WEISS, ROBERT S. and MARTIN REIN. Evaluation of Broad-Aim Programs: Experimental Design, Its Difficulties, and an Alternative. Administrative Science Quarterly, v. 15: 97-109. March, 1970 (NCJ 16678)

A preferred research design is an experimental one in which aspects of the situation to be changed are measured before and after implementation of the action program. To support the argument that the program is responsible for the observed changes, the anticipated effects may be measured simultaneously in a control situation which does not receive the program. This research design does not work for broad-aim programs which hope to achieve nonspecific forms of change-for-the-better, and which involve unstandardized, large-scale interventions. An

example is presented of such a program, the problems encountered by the research group evaluating the project, and the resulting dissatisfaction among program administrators. Comments are then made on some of the difficulties with the use of experimental designs in broad-aim programs, such as limitations of the experimental designs in the information it can produce. It is noted that there is a role for experimental design in broad-aim programs in which a single objective is important enough to justify collecting data which will lead to a relatively unquestionable conclusion. Attention is then given to research designs that might be characterized as process-oriented qualitative research, historical research, or case study or comparative research.

121. WHOLEY, JOSEPH S. What Can We Actually Get from Program Evaluation? Policy Sciences. V. 3: 361-369. 1972.
(NCJ 15366)

This paper assesses the role program evaluation can play in assisting decisions on public programs. The author looks at evaluation from the standpoint of decisionmakers interested in finding out the right answers about their programs. The discussion focuses on the assistance that various types of evaluation can give to program managers and to policymakers concerned with legislative changes and budget levels. The paper includes recent examples of relevant evaluation work. The concluding section analyzes some of the problems decisionmakers face in trying to get reliable, useful evaluation.

122. WHOLEY, JOSEPH S. and others. Federal Evaluation Policy - Analyzing the Effects of Public Programs. Washington, The Urban Institute, 1973. 134 p. (NCJ 15365)
Publication No. UI 9-121-21

Presented are the results of the examination of the status of evaluation in 15 programs conducted by four federal agencies, The Bureau of the Budget, and the General Accounting Office. The four federal agencies were the Office of Economic Opportunity and the Departments of Housing and Urban Development; Health, Education, and Welfare; and Labor. Data were collected through discussions with policy makers, program managers and evaluators, and through examination of agency research and evaluation policies, procedures, plans, and completed studies. Recommendations for improving federal evaluations are presented according to the Government levels that would be directly responsible for their implementation. A 14 page bibliography is included.

REFERENCE DOCUMENTS

123. COUNCIL OF PLANNING LIBRARIANS. Evaluation Research: A Bibliographic Overview. By Steven R. Steiber. Monticello, Illinois, 1976. 41 p. (NCJ 36907)

In this bibliography, approximately 185 citations provide theoretically relevant sources, suitable methodological techniques, substantively-oriented data collection and/or analysis methods, and exemplary case studies. Systems theory, structural-functionalism, network analysis, organizational theory, cost-benefit analysis, operations theory and others are included as potentially-useful theoretical framework for the evaluator. In the second section, a number of methodological procedures are offered which may be utilized by both the novice and the professional. Tactics for data collection, guidelines for statistical analyses, and means for feedback into organizations or programs are presented. Further understanding of the methodological techniques is facilitated by the third section. Data collection methods most amenable to particular situations are offered, and statistical methods are given specific applications. Finally, the fourth section, while similar to the third, presents more wholistic works on evaluation in the program setting. Case studies of manpower organizations, mental health clinics, penal institutions, community centers, and others present models for the evaluative researcher wishing to incorporate a tested framework in his study.

124. INDIANA CRIMINAL JUSTICE PLANNING AGENCY. Survey of Criminal Justice Evaluative Literature. By Indiana University, Institute for Research in Public Safety. Indianapolis, Indiana, 1973. 62 p. (NCJ 10605)

This selected bibliography on evaluation theory and its specific application to the criminal justice system contains introductory notes on the nature of the literature. The materials are presented under seven topic headings – general evaluation works, general criminal justice system administration, police activities, courts, corrections, juvenile delinquency, and drug abuse. The Indiana University library, NCJRS, and the Criminal Justice Reference and Information Center of the University of Wisconsin were the sources used in conducting the search.

125. U.S. LIBRARY OF CONGRESS. Congressional Research Service. Evaluation Research in Public Administration: Selected References, 1967 - 1974. By Nancy Davenport. Washington, 1974. 9 p. MICROFICHE (NCJ 26609)

_____. Congressional Research Service. Evaluation Research in Social Policy: Selected References, 1970 to 1974. By Nancy Davenport. Washington, 1974. 8 p. MICROFICHE (NCJ 26608)

These two bibliographies present approximately 117 citations to journal and monographic literature on the methodologies of evaluation research, its theories, and techniques and their applications. The majority

of the citations are annotated and have been chosen from the computerized bibliographic data base created and maintained by the library services division of the Congressional Research Service. Another source of information are the reports of audits conducted and published by the General Accounting Office. The material cited is arranged alphabetically by main entry within each of the two sections. Citations to items in the classified collection of the Library of Congress are provided with call numbers; items designated law are located in the law library and those with news are found in the newspaper and current periodical room of the Library of Congress. All journal articles are provided with the call number for the bound volumes of the journal regardless of whether the issues cited have been bound at this time.

APPENDIX A - LIST OF SOURCES

All references are to bibliography entry numbers, not pages.

1. Criminal Justice and Behavior
Sage Publications
275 South Beverly Drive
Beverly Hills, CA 90212

2. Journal of Research in Crime and Delinquency
National Council on Crime and Delinquency
Continental Plaza
411 Hackensack Avenue
Hackensack, NJ 07601

3. College of Business and Management
University of Maryland
College Park, MD 20740

4. Same as No. 2

5. Indiana University
Institute for Research in Public Safety
400 East 7th Street
Indianapolis, IN 47401

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

6. University of Kentucky
College of Social Professions
Lexington, KY 40506

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

7. Available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

8. New Mexico State Planning Office
Greer Building
505 Don Gasper
Santa Fe, NM 87503

9. Operations Research
Operations Research Society of America
428 East Preston Street
Baltimore, MD 21202

10. Maryland Governor's Commission on Law Enforcement and Administration of Justice
Executive Plaza One, Suite 302
Cockeysville, MD 21030

11. Massachusetts Institute of Technology
Operations Research Center
Cambridge, MA 02139

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

12. Ohio Department of Economic and Community Development
30 East Broad Street
Columbus, OH 43215

13. American Bar Association
Correctional Economics Center
1800 M Street, N.W.
Washington, DC 20036

14. Urban Affairs Quarterly
Sage Publications, Inc.
275 South Beverly Drive
Beverly Hills, CA 90212

15. Journal of Criminal Justice
Pergamon Press, Inc.
Maxwell House
Fairview Park
Elmsford, NY 10523

16. Kansas City Police Department
805 North Sixth Street
Kansas City, MO 67068

17. Superintendent of Documents
U.S. Governmont Printing Office
Washington, DC 20402

18. American Institutes for Research
1055 Thomas Jefferson Street, N.W.
Washington, DC 20007

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

19. International Halfway House Association
2525 Victory Parkway
Cincinnati, OH 45206

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

20. Mitre Corporation
P.O. Box 208
Bedford, MA 01730

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

21. Toledo/Lucas County Criminal Justice Supervisory Council
316 North Michigan
Toledo, OH 43624

22. Rand Corporation
1700 Main Street
Santa Monica, CA 90406

23. Same as No. 17.

24. Same as No. 17.

25. Same as No. 20.

26. Same as No. 17.

27. Same as No. 17.

28. Ohio State University
Center for Vocational Education
Columbus, OH 43205

29. Same as No. 17.

30. U.S. Department of Justice
Law Enforcement Assistance Administration
National Institute of Law Enforcement and Criminal Justice
Washington, DC 20531

31. National Technical Information Service
5285 Port Royal Road
Springfield, VA 22161

32. The Association of Central Oklahoma Governments
4801 Classen Boulevard, Suite 200
Oklahoma City, OK 73118

33. Same as No. 32.

34. Same as No. 17.

35. National Assessment of Juvenile Corrections
University of Michigan
Ann Arbor, MI 48104

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

36. Urban Institute
2100 M Street, N.W.
Washington, DC 20037

37. University of Maryland
College Park, MD 20740.

38. Minnesota Governor's Commission on Crime Prevention and Control
444 Lafayette Road
St. Paul, MN 55101

39. Same as No. 15.

40. Same as No. 22.

41. Sage Publications, Inc.
275 South Beverly Drive
Beverly Hills, CA 90212

42. Wichita State University
1845 Fairmont
Wichita, KS 67208

43. Planning Bureau
St. Petersburg Police Department
1300 1st Avenue North
St. Petersburg, FL 33705

44. Same as No. 17.

45. Battelle Human Affairs
Research Centers
4000 N.E. 41st Street
Seattle, WA 98105

46. Mitre Corporation
P.O. Box 208
Bedford, MA 01730

47. Available only on interlibrary
loan from:
National Criminal Justice
Reference Service
Box 6000
Rockville, MD 20850

48. Mitre Corporation
Washington Operations
1820 Dolly Madison Boulevard
McLean, VA 22101

49. National Legal Aid and Defender
Association
1155 East 60th St.
Chicago, IL 60637

50. Same as No. 31.

51. Same as No. 17.

52. Same as No. 47.

53. National Sheriff's Association
1250 Connecticut Avenue Suite 320
Washington, DC 20036

54. Institute for Human Resources
Research
7315 Wisconsin Avenue
Bethesda, MD 20014

55. Same as No. 47.

56. Loyola University of Chicago
6525 North Sheridan Road
Chicago, IL 60626

57. Same as No. 48.

58. Same as No. 48.

59. Koba Associates, Inc.
2001 S Street, N.W., Suite 302
Washington, DC 20009

60. National Center for State
Courts
1660 Lincoln Street
Denver, CO 80203

61. Same as No. 60.

62. International Training, Research,
and Evaluation Council
210 East Broad St.
Falls Church, VA 22046

63. Ohio State University
Program for the Study of Crime
Delinquency
1314 Kinnear Road
Columbus, OH 43212

64. Same as No. 49.

65. The Lazar Institute
1700 Pennsylvania Avenue, N.W.
Washington, DC 20006

66. Same as No. 65.

67. CACI, Inc.
1815 North Fort Myer Drive
Arlington, VA 22209

Also available on microfiche
from:
National Criminal Justice
Reference Service
Box 6000
Rockville, MD 20850

68. Same as No. 41.

69. American Society for Training and Development
P.O. Box 5307
Madison, WI 53705

70. Available only on interlibrary loan from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

71. Public Administration Review
American Society for Public Administration
1225 Connecticut Avenue, N.W.
Washington, D.C. 20036

72. Same as No. 41.

73. Same as No. 41.

74. Same as No. 41.

75. Journal of Extension
805 Extension Building
432 North Lake Street
Madison, WI 53706

76. Evaluation
Minneapolis Medical Research Foundation, Inc.
501 Park Avenue South
Minneapolis, MN 55415

77. Academic Press, Inc.
111 Fifth Avenue
New York, NY 10003

78. Northwestern University Press
1735 Benson Avenue
Evanston, IL 60201

79. Russell Sage Foundation
230 Park Avenue
New York, NY 10017

80. Social Work
National Association of Social Workers
1425 H Street, N.W.
Washington, DC 20005

81. Committee for Economic Development
477 Madison Avenue
New York, NY 10022

82. District of Columbia Office of Crime Analysis
711 14th Street, N.W.
Room 1203
Washington, DC 20005

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

83. Same as No. 41.

84. Jossey-Bass, Inc.
615 Montgomery Street
San Francisco, CA 94111

85. Same as No. 36.

86. Journal of Health and Social Behavior
American Sociological Association
1722 N Street, N.W.
Washington, DC 20036

87. Same as No. 41.

88. Same as No. 22.

89. Pergamon Press, Inc.
Maxwell House
Fairview Park
Elmsford, NY 10523

90. Same as No. 75.

91. Same as No. 75.

92. D. C. Heath and Company
125 Spring Street
Lexington, MA 02173

93. Brooks/Cole Publishing
540 Abrego Street
Monterey, CA 93940

94. National Academy of Sciences
2101 Constitution Avenue, N.W.
Washington, DC 20418

95. Same as No. 36.

96. Same as No. 71.

97. Same as No. 77.

98. Evaluation Quarterly
Sage Publications, Inc.
275 South Beverly Drive
Beverly Hills, CA 90212

99. Same as No. 22

100. Same as No. 36.

101. Same as No. 41.

102. American Journal of Orthopsychiatry
American Orthopsychiatric Association
1775 Broadway
New York, NY 10019.

103. Same as No. 41.

104. Same as No. 79.

105. Schenkman Publishing Company
3 Mt. Auburn Place
Harvard Square
Cambridge, MA 02138

106. Same as No. 17.

107. U.S. Department of Housing and Urban Development
451 Seventh Street, S.W.
Washington, DC 20410

108. Same as No. 31.

109. U.S. Department of State
Agency for International Development
Washington, DC 20523

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

110. U.S. Library of Congress
10 First Street, S.E.
Washington, DC 20540

Also available on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

111. University of Washington
Institute of Governmental Research
3915 University Way, N.E.
Seattle, WA 98105

112. University of Wisconsin
Institute for Research on Poverty
Madison, WI 53706

Also availabe on microfiche from:
National Criminal Justice Reference Service
Box 6000
Rockville, MD 20850

113. Same as No. 76.

114. Same as No. 80.

115. Allyn and Bacon, Inc.
470 Atlantic Avenue
Boston, MA 02210

116. Prentice-Hall
Englewood Cliffs, NJ 07632

117. Journal of Social Issues
Society for the Psychological Study of Social Issues
Box 1248
Ann Arbor, MI 48106

118. Same as No. 76.

119. Same as No. 105.

120. Administrative Science Quarterly
Cornell University
Graduate School of Business and
Public Administration
Ithaca, NY 14853

121. Elsevier Scientific Publishing
Company
P.O. Box 211
Amsterdam, Netherlands

Also available as a reprint from:
Urban Institute
2100 M Street, N.W.
Washington, DC 20037

122. Same as No. 36.

123. Council of Planning Librarians
P.O. Box 229
Monticello, IL 61856

124. Same as No. 47.

125. Same as No. 110.